

Chapter 3

AFRICAN VALUES-DRIVEN PHILANTHROPY WITH INNOVATIVE IMPACT - FROM GLOBAL ETHICS TO LOCAL ACTION

By Christoph Stüchelberger

Summary: This chapter discusses seven aspects of philanthropy.

1. The need for additional, African homegrown methodologies for data on philanthropy
2. The importance of a holistic approach to motivation, values and virtues in philanthropy
3. Utilizing the UN Sustainable Development Goals as a global frame of values and goals in philanthropy
4. Innovation Ethics as the basis for values-driven innovative solutions in philanthropy
5. The need and potential for blended financing of projects: combining donations and investments.
6. Networking across sectoral, geographic, religious and ideological borders to increase efficiency and impact of philanthropy
7. Funding and fundraising typology as a tool to increase resources for homegrown philanthropy that is embedded in the respective cultures.

Facts and Figures: Need for African Methodologies

Individual and collective work in the formal and informal sectors are the basis for human well-being and development of the world. Private sector investments and public expenditures are two key sources for funding such development, the third being donation-based input for programmes and projects.

More than 260,000 foundations in 39 countries have been identified by the Global Philanthropy Report, however, there are certainly more.¹⁰ Most foundations exist in Europe (60%) and North America (35%), but the foundation sector in Africa, China and India is fast growing. The trends heavily depend on philanthropy and NGO legislation, tax deductibility, encouragement or limitation of private initiatives and Corporate Social Responsibility (CSR) legislation. For instance, in India the two percent law obliges large companies to spend two percent of net income on CSR programs.

Foundation assets globally exceeded 1,5 trillion USD in 2018 which corresponds to 5% of the U.S.' GDP. Of these assets, an average percent of 10% (150 billion USD) is spent annually.¹¹ The ownership of foundations varies drastically. In Europe and America, the majority of foundations are independent though monitored by governmental supervisory authorities. In Latin America, corporate foundations represent half of all foundations. In China, Russia and some Arab countries, government led or linked foundations make up the majority; whereas in Africa, family foundations represent over one third of all foundations. Notably, not all philanthropy goes through foundations. There are various forms of legal structures for philanthropy.

Statistics on giving and charity globally and by country are important to recognize the different giving cultures.¹² The World Giving Index is based on three criteria: "helping a stranger, donating money, volunteer time".¹³ Yet such figures can be misleading and need contextualisation: in countries like Europe, which has a strong social welfare state, much of the social needs are covered by state expenditures based on tax collection. Therefore, taxes are part of "social giving" in terms of institutionalized solidarity. Education is primarily done in public schools, funded again by tax income from companies and citizens. The US has a comparable weak health care system, poor public schools and strong private education system. Therefore, supporting a public school or public university is seen as philanthropy, but the benefit for the population may not be better than in Europe, where these expenses are covered by taxes. In Africa, where many countries have fragile social welfare programs, the largest contribution to "charity" and solidarity is done by unspectacular daily and intense support of the

enlarged families. This is performed in various forms including hosting children of brothers and sisters in the own family, paying scholarships or medical bills for relatives etc.

Volunteering in many countries is described as voluntary contribution of time to society outside of one's job and without remuneration. But then again if the family is not defined as the small core family of 3-5 people as in Western countries but as the enlarged clan of 10-30 people with mutual responsibilities of caring, and if work is not defined by formal employment, in societies where 50%-80% are active in the informal sector, what does volunteering then mean? For hundreds of millions of people, the daily survival struggle is a mixture of small business, helping, caring which is not counted in statistics. Even in countries like Switzerland, with highly developed social security schemes and one of the highest number of philanthropic foundations per capita worldwide (over 20,000 foundations with a population of 8 million people), domestic labour is still not counted as work in official labour statistics and all the work of women, children, grandparents at home is still almost invisible. As such, extensive "philanthropy" and "charity" is not counted in international statistics.

I dare the hypothesis: Africans may be the most generous people in the world. Exhibiting "natural" support without speaking about it or publishing it, Africans tend to give as an obvious cultural, religious and human obligation. In addition, a large part of the capital of African High Net-Worth Individuals (HNIs) is in foundations in Europe and U.S., therefore counted as "European" or "American" philanthropy even though coming from Africans.

Motivation and Values

Within the act of philanthropy, motivation and values are key to the foundation of giving as they heavily influence the result and impact of philanthropic activities.

The motivation for philanthropist to setup a foundation in order to reduce taxes by tax-deductible donations to the foundation, is a legitimate one. The motivation for

philanthropist to improve their own reputation and set a monument for oneself is understandable. The motivation for philanthropist to execute power through capital injection in programmes, may bring the strength for action and is legitimate. However, all three motivations are not enough for values-driven philanthropy and cannot be the primary motivations. The first motivation in ethical terms should be to serve the community, to aid the progression of common good and humanity, and to give back to society. A good example of this is the Mo Ibrahim Foundation's motivation for focusing on governance and leadership in Africa.

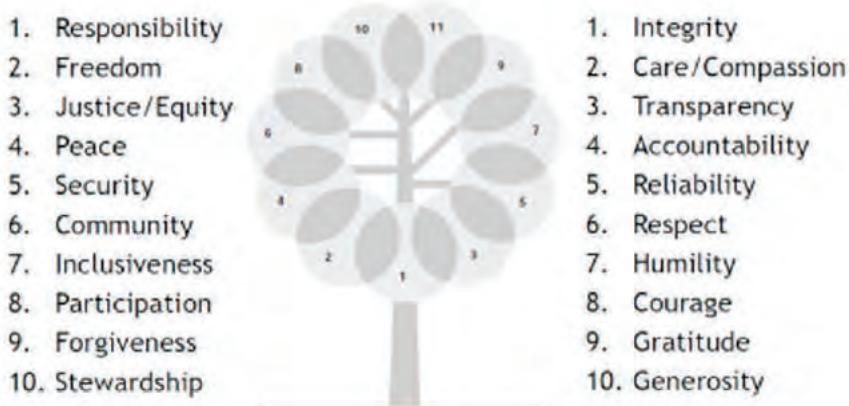
The Mo Ibrahim Foundation (MIF) is an African foundation, established in 2006 with one focus: the critical importance of governance and leadership in Africa. It is their belief that governance and leadership lie at the heart of any tangible and shared improvement in the quality of life of African.¹⁴

Values are then guiding principles in philanthropy. We as human beings have common values and virtues. The debates about clashes of civilisations, the conflicts around nationalism and protectionism to protect own ethnic or national values against foreign value systems, are mainly power struggles to defend particular interests. But as human beings we all have basic human needs such as food, water, shelter, security, community, fair treatment, education and some space of free decisions to take life in his/her own hands and to structure community. In ethical terms, these needs are then expressed in guiding values such as protecting life, freedom, justice, equality, community, peace, security.

Virtues are corresponding personal attitudes in implementing the values which are broader orientation for persons, institutions and society as a whole. In order to build community, members of the community need to trust each other. Honesty is necessary virtue to build trust and community. Peace is not possible within an ongoing power struggle, a win-win mind frame is paramount to obtaining peace. The virtue of

modesty helps overcome endless power games that undermine peace. Additionally, the virtue of courage is then, at the same time, needed in order to ensure that modesty does not lead to submissive attitudes. Courage has the ability to evoke empowerment and the courage to resist injustice and inequality. The value of freedom is necessary for entrepreneurial and innovative decisions and actions. But maximized freedom, which is not linked to responsibility, leads to “wild west capitalism”, exploitation of nature and threatens community life.

Values and virtues can be shown as a tree as in the following graph. It depicts the interdependent relationship between the different values (as the virtues) and how they are linked. It is important that values and virtues are viewed in a holistic way like a tree which consists of different branches stemming from one whole entity.



¹⁰ Paula D. Johnson, *Global Philanthropy Report. Perspectives on the global foundation sector*, Harvard Kennedy School/UBS, April 2018, 10.

¹¹Ibid.

¹² Such as CAF World Giving Index, latest Oct. 2018. <https://www.cafonline.org/about-us/publications/2018-publications/caf-world-giving-index-2018>.

¹³ ibid, 11

¹⁴ Mo Ibrahim Foundation (2019). *About Us*. <http://mo.ibrahim.foundation/> [Accessed: 17 April 2019]

This can also be displayed in the form of an interconnected circle with relations between all the different values (the same can be done with the virtues)



This relational perspective on values and virtues is very relevant for a balanced vision and mission of a philanthropic institution and programme: it leads to a holistic view. Even when focused on a particular aspects such as peace or freedom, philanthropy does not forget the other dimensions. For example, 'there is no peace without justice, no justice without peace'; refers to the fact that contributions peace and conflict resolution in a community can only be sustainable and successful if inequalities are reduced and fair, just as access to resources are established. On the other hand: justice cannot be reached by dictatorial forced equalization if there is no participatory process to reach fair access to resources.

A) Suggestion for a practical tool for a Board or staff meeting of a philanthropic foundation:

1. List the core values of the vision/mission statement of your institution
2. Discuss the meaning of each of the values
3. Distribute the above circular diagram and select one of your values and describe the meaning of the relation of your value with the other values.

Option 1a instead of 1: if you do not have explicit values in your institutional vision/mission, find out with the Board/staff which values are implicit in your vision/mission statement. Then continue with step 2 and 3.

Option 1b instead of 1: Each member of the group notes three core values which they see as core for the philanthropic institution. Then, list all values in order to see which values are common and which are different. Then continue with step 2 and 3.

Sustainable Development Goals as Philanthropy Frame

Values are also at the core of the Sustainable Development Goals (SDG): equality, inclusivity, common good (community), freedom (e.g. in entrepreneurship), peace and others of the above listed values. The SDG's were formally adopted by the General Assembly of the United Nations in September 2015 with a target to reach all of them by 2030. It is a great success, that the majority of the world's governments agreed on a set of 17 goals, 169 targets and 270 indicators to measure them. These goals, (significant progress compared to the Millennium Development Goals (MDGs) have been developed in a large participatory process and are seen as interdependent. Therefore, we can utilize the same concept and methodology as for values and virtues to show the inter-connectivity by showing the SDGs in a circular diagram on the next page:



The right diagram¹⁵ is another way to show how each of the 17 SDGs are connected to the others. Agriculture and food systems are taken as example in this graph.

For philanthropy, the SDG's are a global, politically agreed framework for orientation and action of all sectors of society, be it the public, the private, the educational, the philanthropic, the religious or the NGO sector. A philanthropic foundation or programme of a foundation will become more holistic by showing this interdependency and will become more communicable by linking it with the SDGs.

At the same time, philanthropic programmes needs a clear focus as a company or a brand needs clear product lines. This is not a contradiction: focussing and connecting are the two poles of the elipse.

B) Suggestion for a practical tool for a Board or staff meeting of a philanthropic foundation:

The same tool as suggestion A) can also be used for a discussion on the UN Sustainable Development Goals SDGs by taking the above circle of SDGs instead of the circle of values.

¹⁵ Source: <http://www.teebweb.org/sdg-agrifood/annex-3>

Innovation Ethics for Innovative Philanthropy

Innovation is a magic word not only in technology and business, but also in philanthropy. Innovation means to combine creative ideas with the capacity to put them into practice and have an impact. This is a key characteristic of entrepreneurial attitude. It is also this entrepreneurial, dynamic spirit that is needed in philanthropy. However, innovation is not always characterized as good. with the recent development of automated arms in the form of tiny drones with the use of Artificial Intelligence shows the negative power of innovation. These harmful but innovative weapons can easily cause mass destruction and are highly unethical, as the International Committee of the Red Cross ICRC warns. So what is good innovation? Ethical innovation is innovation that helps to implement values as described above. An ethical innovator – in business as in philanthropy – can be described with twelve “I” characteristics:

A philanthropist as an “ethical innovator is ¹⁸

Ingenious	thinking outside of the box
Intuitive	Rationally, emotionally and socially holistic
Inspirational	Inspired by spirit and visions
Integrity	Honest, transparent, not plagiarising
Independent	From authorities and mainstream trends
Inclusive	For the benefit of the deprived and in need
Improving	Improving living conditions
International	Not only for protected beneficiaries
Indigenous	Respecting and integrating indigenous culture
Influential	Ambitious in becoming mainstream
Income generating	Not jobless growth, but job creating
Indefatigable hope	Energy to overcome obstacles

Blended Financing by Donations and Investments

“Innovation in philanthropy” includes concepts of entrepreneurial philanthropy, social responsibility, social impact, social innovation, social enterprises, etc. applied into the philanthropy sector. *Venture philanthropy, impact investing and social entrepreneurship* are often used and fashionable (yet not very precise) terms and instruments which use financial investment strategies in line with the foundation's social mission.¹⁹ Although the social impact of these investment strategies is difficult to accurately measure at this point, it gives philanthropy a considerable pool of assets that can be mobilised to intensify the work of foundations to further the social good; at the same time, to decrease their dependence on traditional donations and to achieve financial sustainability.

¹⁶ International Committee of the Red Cross ICRC, *Ethics and Autonomous Weapon Systems: An Ethical Basis for Human Control?*, in Christoph Stückelberger/ Pavan Duggal (Eds.), *Cyber Ethics 4.0.. Serving Humanity with Values*, Globethics.net Publications, Geneva 2018, 323-366. Free download www.globethics.net/publications, Global Series No 17.

¹⁷ Christoph Stückelberger, *Innovation Ethics for Value-based Innovation*, in Jean-Claude Bastos de Morais/Christoph Stückelberger, *Innovation Ethics. African and Global Perspectives*, Globethics.net Publications, Geneva 2014, 63-80. Free download www.globethics.net/publications, Global Series No 7.

¹⁸ Christoph Stückelberger, *Innovation Strategies and Partnerships*, in Christoph Stückelberger/ William Otiende Ogara, Bright Mawudor (eds.), *African Church Assets Handbook*, Globethics.net Publications, Geneva 2018, 111-118 (114f). Free download www.globethics.net/publications, Ethics Praxis Series No 10.

¹⁹ See also Li Jing, Christoph Stückelberger (Eds.), *Philanthropy and Foundation Management. A Guide to Philanthropy in Europe and China*, Globethics.net Publications, Geneva 2017, 141-144. Free download www.globethics.net/publications, China Christian Series No 4.

In the respect to supporting social entrepreneurship, traditional corporates charity is shifting to alternative donation forms such as donating intelligence, platforms, technologies and venture investment. However, the challenge is how to convert more entrepreneurs into social entrepreneurs so that not-for-profit organizations and entrepreneurship can benefit from each other. Another challenge is how to increase the exchange of human resources between private and philanthropic sector in order to increase entrepreneurial skills in philanthropy and social responsibility in enterprises.

Philanthropy worldwide, especially African philanthropy with its proximity to the development needs in African countries and excellent innovative human resources, can substantially contribute to *blended financing*. Human and environmentally sound development and transformation needs large amounts of investments, as the figures to reach the UN SDG's show: 70% of funds to reach the SDGs is expected to come from private investments, only 20%-30% from public sector and NGOs. However, investments often need donations to prepare investments. I have seen in my former role as international President of a global microfinance institution: in order to empower people to become "bankable" and to set up entrepreneurial structures of start-ups or small business, efforts of education, training, developing management skills or marketing tools are needed.²⁰ They need capital which cannot or can only partly be covered by the investor. They often need donations by public development aid or private philanthropy. This blended finance is especially important for risk sharing as it will become more important in future. Governments often offer export risk guarantee for private investments. This is a form of insurance to reduce risk and increase investments in countries with high risk rates. For smaller programmes and projects, the cooperation between investors and philanthropy can play a similar role.

Networks: FaithInvest, Geneva Agape Foundation, Africa-China

Religious organisations have large assets: They own immense territories of land and forests, especially in Africa. They run worldwide, playing a significant role in schools and universities. They own buildings and the amount of capital invested and to invest

is huge. Christian churches and pension funds collect hundreds of billions of dollars, Islamic Finance represents an estimated 1,3 trillion USD. But they also face challenges, like many asset owners, of mismanagement, corruption, and lack of innovation to name a few.²¹ There are hundreds of Christian, ecumenical development organisations united in the ACT Alliance (with its Head office in Switzerland), together representing an annual total project portfolio of USD 3-4 billion of donations (including grants from governments and multilateral organisations e.g. for disaster relief).²² This shows that cooperation between philanthropy and religious organisations is worth strengthening. Many of the HNIs are themselves member of a church or a Muslim community and act as philanthropists with religious motivations.

FaithInvestis a global network for faith-consistent investing. This initiative was launched in 2017 and is, as of March 2019, a legal entity as a trust and secretariat in London. It unites institutional members from various world religions such as church pension funds, Islamic investors, and Buddhist temples. It will become a matching (market) platform, research network and educational tool for faith-consistent investing while linked with philanthropy

²⁰ Eclof International. www.eclof.org.

²¹ William Otiende Ogara, Challenges and Opportunities in Managing Church Assets in Africa, in Christoph Stückelberger/ William Otiende Ogara, Bright Mawudor (eds.), African Church Assets Handbook, Globethics.net Publications, Geneva 2018, 19-36. Free download www.globethics.net/publications, Ethics Praxis Series No 10

²² www.actalliance.org

In addition, the Geneva Agape Foundation (GAF), with its Head Office in the Ecumenical Center in Geneva as ACT Alliance, is a strategic partner of FaithInvest in order to build bridges between values-driven philanthropists and values-driven investors.²³ GAF implements three programmes:

1. Values-driven Entrepreneurship
2. Innovative Philanthropy
3. Values-driven Investments.

I see a huge potential of cooperation with the innovative African philanthropists in order to increase impact for the benefit of those in need.²⁴

I also suggest exploring more cooperation between *African and Chinese* (Christian and non-faith-based) philanthropists. Chinese Philanthropy in China is fast growing while Chinese philanthropy outside China has begun. As the business cooperation between Africans and Chinese are omnipresent on all levels, the cooperation in philanthropy has great potential. For the past 5 years, the Geneva Agape Foundation has worked with Christian Entrepreneurs (mainly SMEs). This work includes organizing platforms for philanthropic engaged between Chinese and African entrepreneurs.

Funding and Fundraising in Philanthropy

The final sector of this chapter analyses the *practical typology of funding and fundraising* and its tools. Philanthropy is deeply embedded in culture with its motivation, approaches, messages and tools.²⁵ Funding models and tools are influenced by local and international trends. Colonial structures and ways of thinking are still present in fundraising. The American, British, French, German, Swiss and Chinese way of philanthropy is visible across Africa, for good and sometimes less appropriate if it is not adapted to African needs and culture.

7.1 Fundraising Culture and Strategy

Income sources and the fundraising methods depend on many factors such as the philanthropy culture in a geographic area, the social structure of society, fundraising traditions, religious background of donors, legal framework and legislation for philanthropy activities, tax deductibility, technological facilities such as payment systems, social media, costs of adverts and many more.

Example: SWOT Analysis for a Foundation's Fundraising Strategy:

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Resources and skills • Relations, partnerships, networks • Advantages compared to competitors • Vision, values, reputation • Geographic location • Access to media, technologies etc. 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Lack of history or success stories • Little transparency and accountability • Geographic limitations • Lack of significant networks
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Innovative projects and approaches • Synergies with partner institutions Comparative advantage with new target groups • Expansion of geographic areas 	<p style="text-align: center;">Threats/Obstacles</p> <ul style="list-style-type: none"> • Changing legalities in the donor countries • Political and economic unrest in the project countries • Scandals in the organization or the non-profit-sector of the country.

Philanthropic fundraising can learn from marketing strategies for consumer products. A philanthropic institution 'markets' the projects similar to a product. Therefore, a foundation needs to make a market analysis of the fundraising market in order to find the most promising methods for fundraising, as seen in the SWOT analysis above.

7.2 Types of Foundations

In relation to foundation funding, there are three main types of charity organisations in general, and foundations specifically:

1. ***Giving Foundations*** have a large foundation capital either in the form of
 - a legacy given as an endowment fund to the foundation,
 - as a mixture of such a foundation capital and additional yearly income from foundation activities such as business.

Giving foundations use the annual net benefit of the capital and additional revenue for project support of the own organisation or donated to other organisations. Their income heavily depends on the financial market and on business achievements. Since the 2008 financial crises, many foundations continue to suffer from decreasing net income and have had to cut their donations and own infrastructure. These foundations are either relatively unknown to the public since they do not need to publicly fundraise nor market, or—like many foundations in the last ten years—become known through their public invitation to submit funding support requests.

2. ***Receiving Foundations*** usually have limited foundation capital, usually the minimum amount that is required by law of the state where the foundation has its legal registration(e.g. in Switzerland CHF 50,000). A key part of their activities is fundraising: collecting funds from various sources (discussed below) for annual expenses, projects and administration, and to build reserves

for sustainable development. Their income heavily depends on their fundraising skills, motivations and the economic situation in the donor areas and sectors. Typically, they are well known in the public because they have to publicly fundraise.

3. ***Receiving and Giving Foundations*** have multiple sources of resources through maintaining their own resources, receiving donations from third parties and giving donations to third parties. Many foundations combine these activities. It means that they do not implement all projects themselves but are direct implementers of some and donors and facilitators of other projects.

7.3 Types of Income Sources

Fundraising as generating income is a key and complex activity of foundations. The principle is the same in not-for-profit activities as in the profit sector: The objectives are to generate income, maintain and create jobs and create value for the society. The 'only' difference is that in non-profit organisations, the net benefit (donations and other income) has to be distributed to and invested in beneficiaries and cannot be given back to the donors or owners as it is non-philanthropic sectors through aspects like dividends for shareholders.

The income sources by category of donors and donations differ substantially between the donors. The following main income sources can be distinguished (the list is not exhaustive):

1. ***Donations from Individuals***
 - 1.1 Small private donations from many individuals
 - 1.2 Large private donations from few individuals (High Net Worth Individuals)
 - 1.3 Legacies from individuals

2. *Donations from Institutions*
 - 2.1 From state: communes, cities, governments, intergovernmental institutions
 - 2.2 From private sector companies and their foundations
 - 2.3 From private foundations and organisations
 - 2.4 Legacies from institutions
3. *Income from Sales*
 - 3.1 From sales of products, services, licences, patents
4. *Income from Reserves/Investments*
 - 4.1 From investments of own capital
 - 4.2 From benefit sharing of capital of third parties
5. *Income from In-kind Contributions*
 - 5.1 Volunteering: donating time
 - 5.2 Expertise: sharing of knowledge
 - 5.3 Goods and services: donating material, infrastructure, facilities

7.4 Types of Donations

1. General: General donations are given to institutions which are then allocates a programme or project according to the needs and budget lines.
2. Project-related (earmarked): Such donations are given for a specific programme, project, campaign or even for an individual (scholarship, individual child).

Earmarked donations are a strong trend since donors want to have a better control, a relation to the project/country/person. Institutional donors need to justify the donation as coherent to their strategy and priorities. On the other hand, receiving institutions need enough general donations in order to balance over-funding or under-funding of projects in order to reach the overall goals of the philanthropic

activity. General donations also depend on the trust of donors and their long term relationship with an institution: the relationship, trust in the leadership, transparent, and credible information policy are key for general contributions.

7.5 Types of Fundraising Methods

The fundraising channels and methods are very broad, however, these are some of the main types:

1. *Public Campaigns:* Larger organisations embark on a large national or regional fundraising campaign annually. For instance, large organizations will have a fundraising week with public adverts, media events, mailings of donation information to households, phone campaigns with direct calls etc. In many countries, public radio and television channels offer public campaigns especially around national emergencies such as national disasters and disease outbreaks. These public campaigns generate donations through their partner institutions.
2. *Websites:* The donation button on the website of the foundation is a necessity, but it normally does not create substantial donations as donors often want more specific information before donating. Websites with fundraising platforms for various organisations are more prevalent in some contexts than others such as the Anglo-Saxon world rather than in mainland Europe.
3. *Direct Mailings:* Emails and postal mailings addressed to the members of an organisation or to selected addresses are a good, targeted way of fundraising. Categories of addresses are distinguished: regular donors are 'hot' addresses, random, rare donors are 'warm' addresses and addresses of persons whom are not yet to donate are called 'cold' addresses. The 'warmer', the better the return of donations.

4. *Crowd Funding:* Crowd funding platforms allow individuals or institutions to fundraise for a specific project, for a defined target amount and during a limited time period. In emotionally touching projects like a sick child it can be very successful, in other cases it is a failure. Transparency of reporting the use of funds in private crowd funding is often a challenge and does not always meet the standards of institutional fundraising. However, crowd funding is also used by public media channels or social media with a list of projects.
5. *Direct Contacts:* Personal contacts within families and, neighbourhoods or even door-to-door collections are still an effective way of fundraising, but needs volunteers and some courage.
6. *Collection in Events:* Worldwide, religious events such as the collection in Christian Sunday worship, Muslim Friday prayer, and in Hindu or Buddhist temple offerings utilize this way of donations . Other fundraising events are benefit concerts, sport events, running (children get an amount per donor per km they run) etc.
7. *Regular Transfer (debit procedures):* Donors who are committed to an organisation spend regularly, e.g. once per month, an amount per automatic debit procedure from their bank account.
8. *Applications to Institutions:* This method requires individual applications to institutions such as foundations, governmental agencies/state departments, companies and their foundations, and multilateral institutions in order to receive donations. The applications are either proactive or as an answer to a call for application by the respective institution.
9. *Intermediaries, especially financial institutions:* Banks and wealth managers influence the investment and also donation policies and decisions of their clients. A personal contact or a flyer in the hand of a wealth manager can

motivate her/him to recommend a project or a foundation for a donation. Aged persons sometimes ask lawyers, pastors and notaries to make suggestions for legacies to philanthropic institutions.

10. *Directories:* Being listed in directories of foundations, placing adverts in such directories are mainly 'branding marketing' in order to make an organisation known.
11. *Media presence:* presence of an organisation in the media by interviews, reports about projects, advocacy, petitions, public controversies, social media messages such as tweets and Facebook groups are important instruments to make an organisation known and create the foundation for donations.
12. *Personalities:* Having a well-known personality as president, Board member or director of an organisation or a movie or sport star as special 'ambassador', increases visibility and credibility of an organisation as basis for donations.²⁶