

FOOTSTEPS

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LOCAL FUNDRAISING



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FOOTSTEPS

LOCAL FUNDRAISING

I used to think it must be difficult to 'persuade' people to give money to support projects and programmes. However, my thoughts began to change as I heard story after story of how rewarding it can be to meet with people who want to make a difference through their giving.

I then had the chance to experience this for myself. After a trip to Haiti I visited a group of people interested to know more about the work I had seen. Because I had met people in Haiti and heard their stories, it was easy to talk with the group and a delight when some of them decided they would like to provide some funding. I left the meeting feeling encouraged and challenged by the generosity of the group. I realised that it is a joy and a privilege to invite people to join us in the work we are doing (pages 3 and 20).

There are many different ways to raise funds including local initiatives (page 8), business development (page 14) and government partnerships (page 15). In all of these, good communication is key (page 12). This may include the use of photos, videos and social networks (pages 9–11 and 16). At all times, as stewards of the resources entrusted to us, accountability and transparency are essential (page 6).

Paul explained to the Corinthians that what we give should come from the heart and be given willingly and cheerfully (2 Corinthians 9:7). If we all give generously of the money, time and gifts that God has given us, we will be able to make the world a better place.



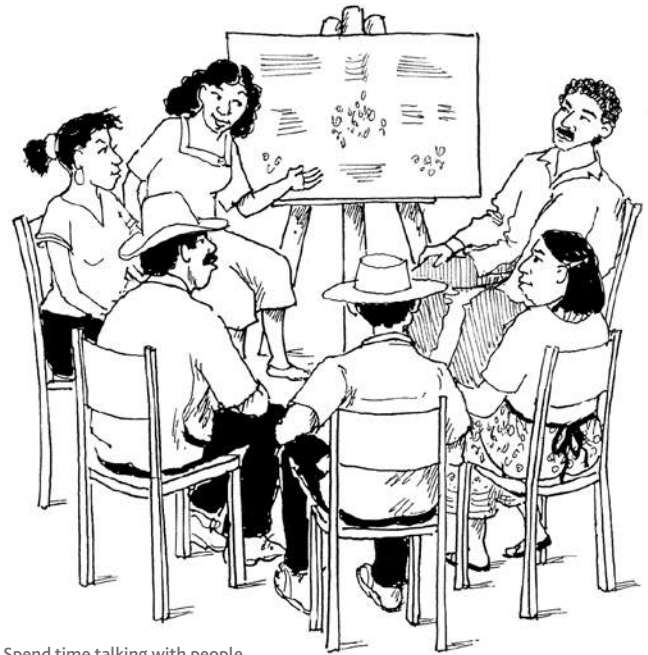
A stylized, handwritten signature in black ink that reads "Jude".

Jude Collins – Editor

📷 Cover photo: In Bangladesh, community groups often raise funds for projects such as road improvements and safe water and sanitation. Photo: Ralph Hodgson/Tearfund



By Nicky Crampton



Spend time talking with people about why your project is important and the impact it is having.

THE MINISTRY OF FUNDRAISING

When I tell people that I work as a fundraiser, I often receive comments like, 'I would not enjoy doing that' or, 'That must be difficult'. In response, I ask them how they feel when someone is generous to them, or when they are generous to others. Most people then talk about how their lives are enriched and how they experience a sense of release and fulfilment.

Why do people expect fundraising to be difficult, even though there is so much joy in giving and receiving? Perhaps because, as well as generosity, there is also a lot of greed in our world.

BALANCE

Jesus said, 'No one can serve two masters. Either you will hate the one and love the other, or you will be devoted to the one and despise the other. You cannot serve both God and Money' (Matthew 6:24). He also said, 'Watch out! Be on your guard against all kinds of greed; life does not consist in an abundance of possessions' (Luke 12:15).

When I started fundraising I quickly realised that the most generous people are often also the most content. They know that money could become their master, but they are determined not to

'FUNDRAISING IS A VERY RICH AND BEAUTIFUL ACTIVITY. IT IS A CONFIDENT, JOYFUL AND HOPE-FILLED EXPRESSION OF MINISTRY. IN MINISTERING TO EACH OTHER, EACH FROM THE RICHES THAT HE OR SHE POSSESSES, WE WORK TOGETHER FOR THE FULL COMING OF GOD'S KINGDOM.' HENRI NOUWEN

let that happen. They give generously from what they have and it helps them to keep their own lives in balance, as well as being a blessing to others.

MINISTRY

I have discovered the joy of speaking to people about giving. I love inviting them to be part of something bigger than themselves to help reduce poverty, empower the church, bring dignity and heal God's world.

Henri Nouwen in his book *A spirituality of fundraising* says, 'Fundraising is, first and foremost, a form of ministry. Fundraising is proclaiming what we believe in such a way that we offer other people an opportunity to participate with us in our vision and mission. When we seek to raise funds we are not saying, "Please, could you help us because lately it has been hard."

Rather, we are declaring, "We have a vision that is amazing and exciting. We are inviting you to invest yourself through the resources God has given you – your energy, your prayers and your money – in this work to which God has called us."

Watching people invest in God's work has challenged me to look at my own attitude to money and make changes where necessary. I have also learnt to trust that God is in the conversations I am having. I have realised that if people do not want to give, as long as I have done my job well I can trust that the Lord has something else for them to get involved in. It is not personal. It is about God, not me.

When a project needs a large sum of money, I am not afraid. I am excited, knowing God is already mobilising his

people and calling them into something new that will bless everyone involved.

Allow God to use you to invite people into your vision. If the Lord is already speaking to your supporters about his work, you are knocking on an open door. Get ready for the Lord to do more than you could ever ask or imagine (Ephesians 3:20).

SUCCESSFUL FUNDRAISING

PRAY

Always start in prayer. Will the work you are inviting people to support enrich their lives and draw them into God's bigger plan? Ask God to lead you to the right people at the right time. Pray that he will guide your conversations and that, whatever the outcome, God will be glorified.

BUILD RELATIONSHIPS

Successful fundraising depends on good relationships. People need to be able to trust that their money will be used responsibly.

Think carefully about how to ask people for money. The most effective way is to meet them face to face. This might mean visiting individuals, a church, company or government office. If you decide to write, it is better to use letters addressed to individuals rather than standard, impersonal letters.

If possible and appropriate, take people to see your work. As well as helping them to understand the project better, these visits will help to create lasting connections between supporters and the communities where you are working.

EXPLAIN THE PROBLEM

Be really clear about the situation you are trying to improve, and the consequences of doing nothing. For example, explain why it matters that people do not have access to safe water and sanitation, not just what you are doing about it.

Use stories, photos and even short videos to help potential givers identify with the communities. Explain what you are planning to do, who you are planning to do it with and how. Include a budget

in the proposal and an estimate of the number of people who will benefit from the work.

Explain how you will monitor progress and evaluate impact. Describe the long-term benefits that you expect the work to have.

SAY THANK YOU

When people give, make sure you thank them!

Provide updates and reports so supporters can pray for the work and see the impact that it is having. Share the good and the bad. The reason you are working where you are is because there are challenges. If things go wrong, communicate quickly what has happened and why. Explain what you have learnt and how you will make changes to improve the work in the future.

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Nicky Crampton leads a team of fundraisers at Tearfund UK.

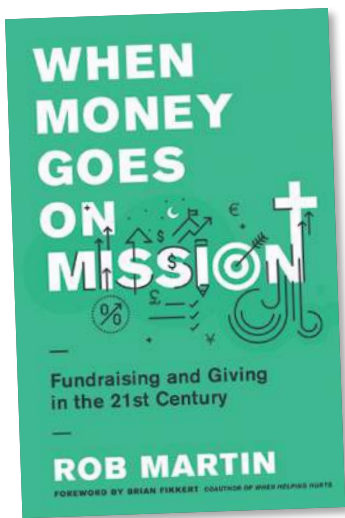
Email: nicky.crampton@tearfund.org



BOOK REVIEW: WHEN MONEY GOES ON MISSION

Fundraising and giving in the 21st century

By Rob Martin



The fear of fundraising and not the lack of generosity among givers could be the main reason why many ministries and organisations do not have enough funds for their various activities.

In this excellent book, Rob Martin makes it clear that fundraising should not be difficult and giving should not feel forced. When asking, giving and receiving are based on relationships, fundraising becomes a joy for both the fundraiser and the giver. The aim of fundraising is therefore to draw givers into the ministry by sharing and telling stories, and by connecting their passion with that of the ministry.

When money goes on mission provides practical advice on leadership, communication, accountability and many other essential aspects of fundraising. Above all it shows that fundraising based on relationships is a joyful form of ministry!

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Review by Rev Dr Sas Conradie, Tearfund Theology and Networking Manager (Africa).

When money goes on mission is published by Moody Publishers, 820 N. LaSalle Boulevard, Chicago, IL 60610, USA.

www.whenmoneygoesonmission.com



By Rev Dr Shadrach Vegah



The Israelites provided everything that was needed to build and furnish the tabernacle.

BIBLE STUDY

MORE THAN ENOUGH

Read Exodus 25:1-9; 35:4-29; 36:2-7

While the Israelites were wandering in the wilderness, God told Moses to build and furnish a beautiful place of worship: the tabernacle. Once it was completed, God filled the tabernacle with his glory (Exodus 40:34) and it became a holy place where people could experience the presence of God in a very special way.

Before work on the tabernacle started, God instructed Moses to ask the Israelites to provide all that was needed for the project. This included gold, silver, bronze, coloured thread, fine linen, wood, olive oil, spices and precious gems (Exodus 25:3-7). All of these things were of great value to the wandering Israelites. The people were also invited to give their time and skills to God and to the project (Exodus 35:10).

God emphasised that the gifts were to be given willingly by people whose hearts prompted them to give (Exodus 25:2). He did not want anyone to be forced to contribute.

STOP!

After Moses told the people what God had said, the Israelites started to give in abundance: 'And the people continued to bring freewill offerings morning after morning' (Exodus 36:3). Eventually,

the builders had to ask Moses to tell the people to stop giving! They had too much! 'And so the people were restrained from bringing more, because what they already had was more than enough to do all the work' (Exodus 36:6-7).

This is a beautiful illustration of joyful, abundant, generous giving to the Lord by his people.



DISCUSSION QUESTIONS

- Why do you think God requested these offerings from the Israelites?
- What do you think caused them to give more than was expected for the project?
- Why does God expect us to bring offerings to him today? What do these offerings look like in your context?
- The Israelites freely gave expensive things such as gold, silver and bronze to God. Today, are we willing to give the best or most expensive things to God for his work?
- If we do not have expensive things to give, what other types of offerings can we bring to God?

FROM THE HEART

An offering is something we give to God for his work. What we give should come from the heart and be given willingly and cheerfully (2 Corinthians 9:7).

When our hearts are touched by God's grace and we realise how much he has done for us, we want to give. Our giving becomes an act of worship and thanksgiving (1 Chronicles 16:29).

Perhaps the Israelites gave so much and so willingly because they remembered how God had saved them from slavery in Egypt, and how he was providing for them in the desert.

Whenever we bring something to God, we should bring him the best we have. This is not dependent on how rich or poor we are (Luke 21:1-4). As well as money or other treasures, we can give our time and our talents.

Rev Dr Shadrach Vegah is Senior Pastor of Gospel Baptist Church, Bamenda, Cameroon. He is also Chairman of the Evangelism and Missions Board of the Cameroon Baptist Convention.

Email: vegahsz@yahoo.com



By Dr Gary G Hoag

HOW TO MANAGE MONEY WELL

In the early days of the Christian church, Paul asked his supporters in the city of Corinth to regularly set aside a small part of their income to help people in Jerusalem affected by famine and poverty. The letters he wrote to the Corinthians have since become the basis of Christian teaching on generosity, fundraising and accountability.

GENEROSITY

Paul did not beg for money. Instead, he taught his supporters how to give generously. He encouraged them to regularly set aside money so they would always have funds available to share.

'Now about the collection for the Lord's people: do what I told the Galatian churches to do. On the first day of every week, each one of you should set aside a sum of money in keeping with your income, saving it up, so that when I come no collections will have to be made' (1 Corinthians 16:1-2).



📷 Fundraising training for church and ministry leaders in Egypt as part of the NABLA Initiative. Photo: NABLA Initiative

ENCOURAGING GENEROSITY

In Egypt we have many of the leading Christian ministries in the region, but we largely rely on outside support because we lack a tradition of giving.

However, we are beginning to realise that God has already given us all we need. Our accountability group – NABLA Initiative – is unlocking the potential of churches and other ministries by equipping them to encourage generosity, teach about biblical fundraising and promote financial accountability.

Today NABLA Initiative includes six accredited members and we

anticipate many more will join this movement. In time, we also hope to serve the wider church in the Middle East and North Africa region.

.....
Adel Azmy Matta, Managing Director of the NABLA Initiative, Egypt.
www.nabla-initiative.org

FUNDRAISING

Paul then instructed the Corinthians to choose trusted people to administer and deliver the gifts. Bad or corrupt management of the funds would have stopped people from participating in the collection.

'Then, when I arrive, I will give letters of introduction to those you approve and send them with your gift to Jerusalem' (1 Corinthians 16:3).

These letters of introduction provided proof that the people looking after the money could be trusted.

BUILDING TRUST

CONFIABLE, which means 'trustworthy', is an accountability group that has been established in Guatemala. The group was formed to help ministries build trust and increase local giving, despite a history of corruption in the country.

CONFIABLE promotes seven standards of organisational stewardship:

1. commitment to operating according to biblical values and practices
2. good governance including an independent board made up of at least five people meeting twice a year
3. financial accountability including independent audits and the production of complete and accurate financial statements
4. compliance with the law, ensuring that resources are used in a responsible manner
5. transparency including the provision of financial statements and any other documents required by law
6. fair wages, integrity and decency in all transactions with people and organisations

7. good administration of charitable gifts based on principles of Christian generosity.

Although CONFIABLE is a new initiative, members of the group already have strong reputations and credibility among givers. People in several other countries, including El Salvador and Brazil, have expressed interest in discussing the seven standards and setting up similar groups.

Juan Callejas, Chair of the CONFIABLE Board, Guatemala.

ACCOUNTABILITY

In Paul's second letter to the Corinthians we see the rules followed by those involved in the fundraising campaign. For example, they travelled in groups of two, reducing the temptation or opportunity for theft. This involved extra work, but they took these precautions to make sure they honoured God in all they did.

'We want to avoid any criticism of the way we administer this liberal gift. For we are taking pains to do what is right, not only in the eyes of the Lord but also in the eyes of man' (2 Corinthians 8:20-21).

When people fund work, they expect the money to be used wisely. If it is spent well, they will trust the church or organisation with their money again. However, if it is not used wisely, they will not be interested in funding the work in the future and the organisation might get a bad reputation.

ACCOUNTABILITY GROUPS

There are different ways to show accountability. These include giving feedback in meetings, producing regular reports and independent evaluations.

Today, many churches and Christian organisations work together in 'accountability groups'. Each group makes sure that its members are following established standards of responsible stewardship. Certified membership of one of these groups provides reassurance to givers that their money will be used well.

Accountability groups have been established in several different countries including Australia (CMA Standards Council), Canada (CCCC), Egypt (NABLA Initiative), Guatemala (CONFIABLE), India (EFAC), Kenya (AfCAA, serving Africa more widely), Philippines (CCTA), South Korea (CCFK) and USA (ECFA).

STANDARDS

For Paul, generosity, fundraising and accountability were very closely connected. God's people were to follow

certain guidelines to maintain and prove their honesty and integrity. This pattern of maintaining standards to build trust and encourage generous, local giving continues today.



DISCUSSION QUESTIONS

- How does your church or organisation talk about and encourage generosity? Is there more you could do?
- How can you make sure that you have trustworthy people engaged in the ministry of fundraising?
- How might a group like NABLA Initiative or CONFIABLE strengthen financial accountability in your context?

Dr Gary G Hoag is President and CEO of Global Trust Partners (GTP). GTP empowers national church and ministry workers to build trust and to grow local generous giving to God's work. If there is no accountability group in your country, GTP might be able to help you form one.

Write to: GTP, PO Box 101132, Denver, CO 80250, USA.

*Email: mail@gtp.org
www.gtp.org*

DEFINITIONS

Accountability

Being responsible for what you do and able to give a satisfactory reason for it.

Credibility

The ability to gain trust.

Stewardship

Careful management of money or possessions belonging to God and entrusted to individuals, groups or organisations for use according to biblical instructions.

HANDFUL OF RICE

Buhfai tham ('handful of rice') was started in the state of Mizoram in north-east India in 1910. It is a practice where each family, mainly from the Mizo ethnic group, puts aside a handful of rice every time they cook a meal. Later, they gather it and offer it to the church. The church in turn sells the rice and generates income to support its work.

Over time, the amount of rice given has increased and people have also started to give other things including firewood, vegetables and other produce. As a result, the churches in Mizoram are now self-sufficient.

One of the church leaders says, 'We do not receive any outside funding. All the money that we have is raised by ourselves. Mizoram State is not wealthy, but still, we can raise funds for the ministry of the Lord. We can now support 1,800 church leaders.'

'We Mizo people say, "As long as we have something to eat every day, we have something to give to God every day.'"

INSPIRATION IN CÔTE D'IVOIRE

Edmond is a pastor in the village of Nassian in Côte d'Ivoire. When he arrived, the village had a small congregation and the church building was falling down.

Edmond felt it was important to rebuild the church, but the area is poor and the cost was clearly too much for his congregation. However, during his training he had learnt that great things can be achieved with just a 'handful of rice', so he started talking about building the church 'one kilo of cement at a time'.

The main agricultural crop in the area is cashew and most people have several trees. The church members came up with the idea of writing 1, 2 or 3 on different pieces of paper, corresponding to 1, 2



📷 If everyone gives a little each day, great things can be achieved. Photo: Ralph Hodgson/Tearfund

or 3 cashew trees. The pieces of paper were folded up and put into a box. Each church member took out a piece of paper and agreed to give the cashews from the number of trees indicated. The cashews were then sold to buy the materials needed to build the church and fund the church's ministries.

One farmer, Illio, pulled out the number 3, but when harvest came he announced that he was giving the cashew nuts from 21 trees instead! Illio did the same the following year and also gave Edmond some land to plant his own trees on, as a newcomer to the village.

The church building is now complete, plus two extra rooms for literacy classes and other activities. The church members

have started some agriculture trial plots to try and improve yields. The young people are working together in different ways to serve their community. All this activity has prompted people from other villages to come and see what is happening and to ask advice on how to bring change to their own communities.

Edmond says, 'We can carry out these activities in our churches by looking at the abilities and resources that are available, and making it possible for each person to participate.'

.....
See a video about Buhfai tham in Mizoram at <https://vimeo.com/163251947>



By Margaret Chandler

BEHIND THE CAMERA

Key to the success of any fundraising campaign is the ability to attract people's attention to the work you are doing. Photographs and videos can do this very well. People enjoy looking at them and they can often share information more quickly and effectively than words alone.

However, before you step behind the camera, here are a few important things to consider.

ASK FOR PERMISSION

Do not take photographs or videos of people without asking them first.

In group situations such as meetings or church services, ask the leader to announce that you will be taking photographs or filming. Give people the opportunity to sit in a different place if they would prefer not to be involved.

If a picture is taken in public (eg the street) or the people in it cannot be identified, you do not usually need to ask permission. However, it is good practice to do so wherever possible.

If photographing children, it is important to gain permission from the adult responsible for them.

Make sure people understand everything in the box below before they decide whether or not to give you permission to take photos or videos of them.

HONESTY

It is important that photos and videos respect people's rights and dignity. They must not be used to exaggerate or distort the truth. For example:

- do not ask people to look sad or cry for the camera
- do not take a photograph of one thing and then say or imply it is of something else
- if an image shows an unusual situation, eg children out of school, do not use it to imply that the problem is bigger than it is. Where possible, use several images to reflect the whole situation.



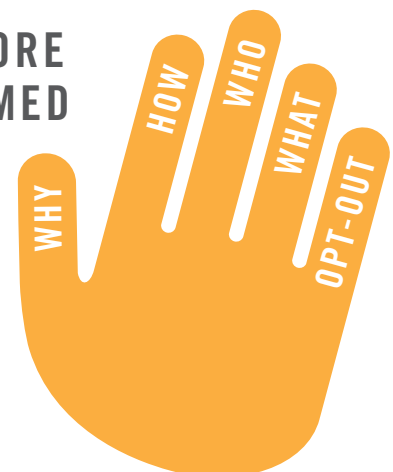
📷 The cameras in mobile phones are improving all the time and are now capable of taking very good photos and videos. Photo: Rhiannon Horton/Tearfund

Aim to be confident that, to the best of your knowledge, the people in the pictures would consider the images and their use to be truthful if they were to see them. Where appropriate, ask for permission to include people's names alongside photos as a sign of respect. Also include the name of the photographer.

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Margaret Chandler is the Image Library Coordinator for Tearfund UK.

FIVE THINGS PEOPLE SHOULD KNOW BEFORE AGREEING TO BE PHOTOGRAPHED OR FILMED

1. **WHY** you want to take photos or videos, eg so you can show others some of the great work that the local church is doing.
2. **HOW** the images will be used, eg on websites, in printed publications or in meetings.
3. **WHO** will be able to use the images or videos, eg just people in your organisation.
4. **WHAT** they will be used for, eg fundraising, campaigning, awareness-raising.
5. **OPT-OUT.** Reassure people that if they do not want to be photographed or filmed this will not affect their relationship with you or your organisation.



VISUAL STORYTELLING

By Karen Lau and Andrew Philip

Photographs and videos can be used to tell stories about why your work is important and the impact it is having.

A good story has:

- **CONTEXT** – where and why something is happening
- **SUBJECTS** – people, animals or other things involved in the story
- **ACTION** – what is happening

Here is a visual story featuring the Fero coffee cooperative in the Sidamo region of Ethiopia. The cooperative – made up of small-scale farmers – owns a coffee bean washing station. This allows the farmers to earn more money than they would if they sold unprocessed beans.

Karen Lau is Video Editor and Andrew Philip is Video and Audio Production Manager at Tearfund UK.
Email: publications@tearfund.org
Photos: Andrew Philip/Bean There

TOP TIP

So you can find the right information when you need it, for each video and set of photos record the location, date, people's names, permissions to use the photos and any other important details.



☞ Coffee bean drying racks are clearly visible in this Sidamo village where many people grow coffee in the shade of forest trees.

1

For context, get far enough away from the scene so you can see where the story is taking place. For example, if you are driving into a village, stop before you get there and take a photo or video of the village from outside. If the action is happening in a building, show what the building looks like both inside and out.



☞ The local farmers have formed a cooperative and together they pulp, ferment and wash the coffee beans.

2

For each photo or video, think carefully about what you are trying to show. Imagine your photo in a picture frame. What do you want to see in the picture? Then move around and try to fill the frame accordingly. Anything in the frame that does not help to tell your story is likely to cause confusion.



☞ The washing process removes the sticky residue left on the beans after the fruit skins have been removed.

3

Are you showing people involved in an activity? Wait until they have become used to you being there and are not trying to pose for the camera. Try to show their emotions: perhaps laughing or looking worried. You may need to wait for this emotion to appear on a person's face, so first decide where you will hold the camera and then wait for the moment when you see the emotion.

VIDEO EXTRA

Check your sound quality. Sound is just as important as the image. If you are planning to film people talking, hold the microphone in your phone or video recorder close to the person who is speaking. Alternatively, use an external microphone.

Do not record videos holding your smartphone the wrong way round!

Videos should be taken horizontally, the same way as a television screen. Otherwise, when the video is viewed, it will not fit the screen.



Try not to move too much. Allow the people or objects you are filming to create movement, eg people walking or birds flying. The more you shake or move your camera, the harder it is for people to watch the video without becoming disorientated. Find a tripod or sturdy structure to rest your camera on to keep it steady.



☞ Any remaining pulp is removed from the beans by hand.

4

If you want to show detail, get in close and try to exclude anything that is not important to the story. You can do this by changing the height or angle of the camera.



☞ The beans are laid out on racks to dry and workers pick out any damaged or misshapen beans.

5

Make good use of light, colour and contrast (light and dark areas) so the subjects can clearly be seen.



☞ The workers regularly turn the beans to make sure they dry evenly. Once the coffee is dry it is ready for sale.

6

Add interest by including features like rows or patterns.



By Steve Adams

COMMUNICATION THAT PROMPTS ACTION

Effective communication is key to successful fundraising. Our work may be excellent, but if we do not talk or write about it in a way that encourages supporters to act, we will find it difficult to raise the funds we need.

Effective communication does not just carry a clear message, it triggers the part of the brain that leads to action.

Our brains contain billions of nerve cells that coordinate thought, behaviour, movement, memory, sensation and mood. While all the parts of the brain work together, each part is responsible for a specific function.

For the purpose of this article, it can be helpful to think of the brain as consisting of two major parts:

- the **outer brain**, responsible for forming opinions and reaching conclusions
- the **centre brain**, where decisions are made and actions begin.

Whenever we communicate, we either speak to the outer brain or the centre brain. Here are some ways to help make

sure our communication influences people to act by speaking to the centre brain. These actions may include giving, praying or volunteering.

START WITH WHY



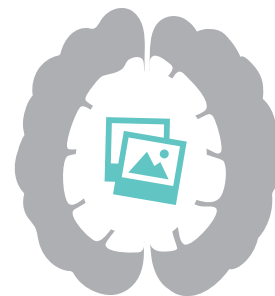
It is often easier to talk or write about **what** we are doing rather than **why**. However, if we start by explaining why our work is important, we speak to the centre brain and encourage action.

An example of **what** we are doing might be: 'Through health and hygiene training we are supporting communities to end the practice of open defecation and build latrines.' The listener may conclude that the work is good (outer brain), but they may not act on the information we have given them.

However, if we explain **why** this work is important, we will be speaking to their centre brain and they are more likely to want to respond. For example, 'Open defecation is causing ill health from preventable illnesses such as diarrhoea. Young children and the elderly are particularly badly affected and some have died. In addition, some women have been attacked while looking for a place to relieve themselves after dark.'

Everything else that we need to say about the project – what we are doing, how we are working, who is involved, where and when – will then follow on naturally. This is because the 'why' information acts like a lens, bringing the 'what' information into focus and making it more meaningful.

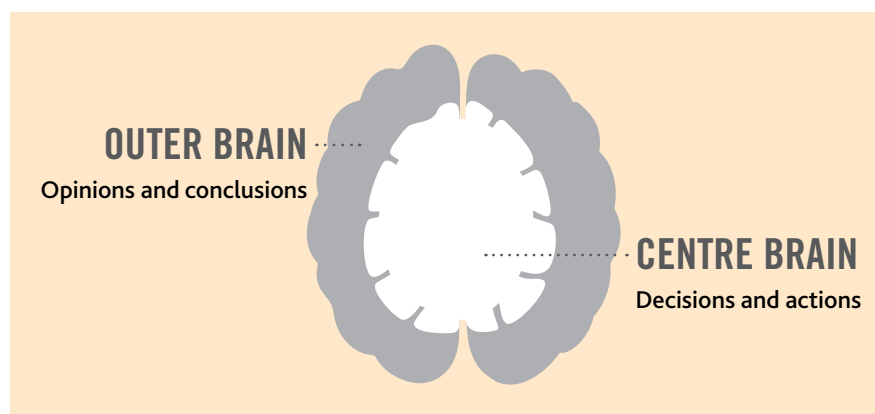
PICTURES



Most of what we see, feel and experience is stored in our brains as pictures. It is these images that affect our emotions and cause a response in the centre brain.

Think about your favourite food, the room you woke up in this morning, someone you love, a musical instrument. Did you see any words, or did your brain create pictures?

It is important that we communicate with supporters in a way that helps them to



form pictures in their minds. This will make what we say and write more interesting, understandable and memorable, encouraging them to act and give.

Jesus presented many of his messages in the form of pictures.

- *When teaching about God's love and care he spoke about flowers, sparrows and the hairs on people's heads (Matthew 6:28; 10:29–31).*
- *He spoke of a mustard seed, yeast, hidden treasure, a pearl and a fishing net when teaching about the kingdom of heaven (Matthew 13:31–51).*
- *He compared believers to a town on a hill with lights that cannot be hidden (Matthew 5:14).*

EMOTIONAL CONNECTION



The way we feel about something or someone affects the way we act. People are more likely to want to support our vision if they feel emotionally connected to us and the people we are working with.

By telling stories, we can help supporters connect with individuals and communities, even if they will never have the opportunity to visit.

Good stories use language that forms pictures in people's minds. They also help people to understand why our work is important. For example, a story may explain how families who lost their homes and livelihoods in an earthquake are being supported to rebuild their lives, giving them hope for the future.

Wherever possible use direct quotes, or the whole story can be told from the perspective of a community member. Photos and videos help to bring stories alive (see pages 9–11). Always ask

ACTIVITY: TWO MINUTES TO SPEAK!

Imagine that you have two minutes to excite someone about your work. What would you say?

Remember to start by explaining **why** your work is important before talking about **what** you do. Encourage emotional connection by using a story and speaking in a way that creates pictures in the

mind of the listener. Use contrast to stimulate action (see below).

Write out what you would say and then find a friend and practise saying it out loud. Once you have rehearsed your two-minute speech, you will always be ready to give an answer when someone asks you what your organisation does!

permission before using images and stories to promote your work.

When asking people to support our work, if we provide only one option the brain will provide its own contrast and this might be 'do not respond'.

Our communication should clearly illustrate the contrast between doing nothing (eg people getting sick with diarrhoea) and supporting communities to improve their situation (eg better hygiene and sanitation). We can also present several good options for people to choose from, for example: pray, give and/or volunteer.

As well as developing strong personal relationships with the people around him, Jesus spoke in a way that connected emotionally with his listeners. He used stories that people could understand and easily relate to.

*Examples include the wise and foolish builders (Matthew 7:24–27), the good Samaritan (Luke 10:25–37) and the mustard seed (Matthew 13:31–32). Jesus used these stories to illustrate important truths about trust, love for neighbours and the kingdom of heaven. He used them to explain **why** these things are important, before talking about **what** should be done in response.*

Jesus knew the difference between right and wrong, but he wanted his listeners to think for themselves. He used contrast to help people think about the consequences of their decisions. For example, is it better to build your house on rock (following Jesus) or sand (hearing Jesus' words but not acting on them)?

CONTRAST



If you see a stall selling red mangos, your brain will take longer to decide whether to buy them than if you see a stall selling both red and yellow mangos. This is because your centre brain – which decides whether or not to buy – uses contrast to make a decision.

Steve Adams is Director of Public Engagement at All We Can. See page 18 for details of his book: The centre brain.

*Email: centrebraincomms@gmail.com
<https://centrebraincommunication.com>*

Steve Adams and Tearfund have developed an e-learning course on centre brain communication. If you would like to know more, please email emma.raspin@tearfund.org or write to Emma Raspin, Tearfund, 100 Church Road, Teddington TW11 8QE, UK.

BUSINESS FOR TRANSFORMATION

'There are many people living on the street because it is difficult to find jobs,' says Artur, leader of a community group in the Central Asian States. 'People come from the villages to the capital and face many problems. They start drinking – young people on the street drink a lot and in the winter many people die. We wanted to help, but we did not know how.'*

Business training and seed funding provided by Tearfund's partner made it possible for Artur and his community group to establish several small enterprises including a carpentry workshop, beehives, an animal feed mill, a breeze-block press and poultry farms for egg production.

The profit from these initiatives helps the group to run five rehabilitation centres for people struggling with addiction, or who are newly out of prison. The businesses also provide opportunities for the residents to develop new skills and earn a small amount of money.

Leonid* manages one of the chicken farms. He says, 'When my parents divorced I ended up on the street and made some bad friends. When I was 18 I committed crimes and was put in prison for eight years. After I was released I began to take drugs – first soft drugs and then heroin. I injected myself for seven years.

'Then I met Artur and he helped me to get back on my feet. I do not use drugs or alcohol any more. I believe in myself now and I have new dreams for the future.'

STARTING A BUSINESS

Selling goods and services to raise funds for projects can be a good way to reduce reliance on donors. However, success depends on the market and this may change over time. Before starting, it is important to think through any risks and draw up a business plan. Most businesses will also need some start-up capital.



Several men work in this warehouse, making breeze blocks to sell. They receive a small wage and the additional profits are used to support the rehabilitation centre where they live. Photo: Alice Philip/Tearfund



Residents of a rehabilitation centre use this mill to prepare feed for their hens. They are also able to sell bags of chicken feed in the village, helping them to make a profit. Photo: Alice Philip/Tearfund

Below are four things to think about when selling a product. If you are selling a service (eg cleaning), the same principles can be applied.

- **PRODUCT** What are the benefits of the product you are selling? Is it good quality and well designed? Think about the equipment you will need and where you will make and store it. Who will be involved in the production process?
- **PRICE** Choose a fair price for the product. People will only buy it if the price is low enough, but you also need to cover your costs and make a profit.
- **PLACE** Think about where you will sell the product. How will you get it there?
- **PROMOTION** How will you tell people about the product and encourage them to buy it?

To find some of the answers to these questions, visit other businesses and markets and talk to potential customers. Start small with what you have available – eg skills, premises and materials – and build from there. Seek expert advice if you need it.

**Names changed*

For more information about how to run a small business, see Footsteps 103: Entrepreneurship.



By Godawari Kafle

PARTNERING WITH LOCAL GOVERNMENT

In many countries, local governments have funds available for community projects and initiatives. However, communities are often unaware that this source of funding exists, or they have limited understanding of how to access it.

Here are some ideas to help you attract local government funding for your project.

- Local governments are unlikely to fund organisations they have never heard of. Consider inviting key people to special events to introduce them to your work.
- Use the official application form if one is provided. Make sure that all the

questions are answered clearly and that any application deadlines are met in good time.

- Keep to the specified length: quality is more important than quantity. Officials might not have time to read through the whole application so include a summary.
- Emphasise **why** the project is important as well as explaining what you will be doing, where, when and with whom.
- If you are asking for only some of the funds for the project, explain where the rest will be coming from.

If community members will be contributing money, time or skills, make this clear. This will give the donor confidence that the community is committed to the project.

- If you are awarded funding, provide well written updates and a final report. Include stories, photos and financial information.
- Invite officials to visit the community to see the impact of the project for themselves. If they are pleased with the work you have done, they are more likely to provide you with funds again in the future.



CASE STUDY: WORKING TOGETHER FOR CHANGE

Dhaulabaseni, a remote village in Nepal, did not have a road. Steep and slippery paths meant it was difficult for people to reach the nearest hospital or take produce to market. The community felt isolated and cut off from the rest of the country.

In 2017, United Mission to Nepal invited people in the area to receive training in how to gain access to local government funds.

Om Bahadur from Dhaulabaseni went to the training. He says, 'I learnt that the funds for development belong to us all, and we should have a say in how they are allocated. I learnt about the budgeting and planning process of the Nepali government and how to write proposals. This gave me confidence to raise my voice and get involved in the planning process in my village.'

Om called everyone in the community together and worked with them to identify their main issues and discuss possible

solutions. They agreed that the isolation, ill health and hardship caused by the lack of a road were their greatest concerns.

A group from the village then began to build relationships with local councillors, political party representatives and others who could play a role in supporting the community. They developed a funding proposal and presented it to the local community council. The proposal was approved and the community was awarded NPR 200,000 (USD 1,800).

This was only a small proportion of what was needed, but each household was committed to the project and between them they donated labour worth around NPR 1,400,000 (USD 12,600). The road was constructed to everyone's satisfaction benefiting all 47 households. Small vehicles including jeeps and ambulances can now reach the village and farmers can transport their produce to several different markets. Any road repairs that are needed are carried out by the community.



📷 The people of Dhaulabaseni worked together to raise funds for their road-building project. Photo: Godawari Kafle

Godawari Kafle is a Programme Coordinator with United Mission to Nepal.

For more examples of churches and communities influencing the decisions, policies and practices of local decision-makers, visit www.learn.tearfund.org and search for 'CCM advocacy'.



By Karen Lau



SOCIAL NETWORKING

In parts of the world where there is good access to the internet, many people now use social networking sites such as Facebook, Instagram, WhatsApp and Twitter to keep in touch with friends and family across the world. People may also use them to look for career opportunities, find people with similar interests, give money to good causes and share their thoughts on different topics.

If you live in an area where many people are connected in this way, consider using social networking sites to encourage people to pray, volunteer and give financially to your work.

Below are some ideas for how to do this effectively.

1 Select the right channels: Facebook, Instagram and Twitter are the three largest social networks but

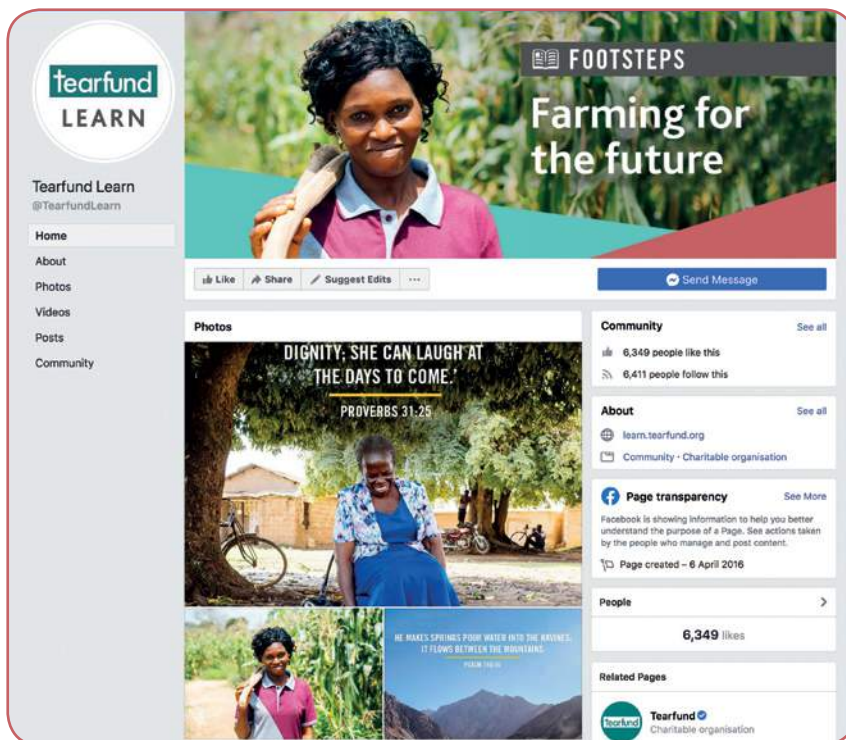
will not necessarily be the best ones to use in your context. Research which networks your supporters have access to and use these.

2 Use stories, photos and videos to show your work in action. These will help your audience to understand why your work is important and the impact it is having.

3 People enjoy feeling part of something. Engage with supporters by 'liking' and responding to their comments. This will show that you value their support and will encourage them to share posts and promote your work to others.

4 Keep people interested and involved by encouraging them to share their own stories. For example, you could choose a post from a supporter and re-share it on your page under the title 'Inspiration of the week'.

5 There are many organisations promoting their work on social networking sites. Think about what might make your organisation stand out and focus on that. Be creative and try new things.



Tearfund Learn Facebook page: facebook.com/tearfundlearn

Karen Lau is a Video Editor at Tearfund UK.

Email: karen.lau@tearfund.org

SEEDS OF KINDNESS



God wants us to help and bless others. We can do this by being kind. We can also share the things we have, including our money.

When we are kind and generous it can have a big effect. Some plants, like the one in the picture, have seeds that blow away in the wind. The seeds that land in soil grow into new plants and produce their own seeds. These seeds then blow away and even more plants grow.

When we are kind, it is as if we are giving away a seed. We do not know what effect this seed of kindness will have, but it may grow and make a big difference in many people's lives.

Draw pictures in the seeds to show different things that you are able to do that are kind. This might include helping people, sharing the things you have or spending time with someone who is unwell.



A STORY FROM THE BIBLE: MARK 12:41–44

One day, Jesus was watching people give their offerings at the temple. He saw many rich people putting money in the offering box, but it was one lady he particularly noticed. Her husband had died and she did not have much to give, but she gave what she had.

Jesus explained to his friends that her small offering was worth more than the bigger offerings brought by richer people. This is because

she gave everything she had out of love for God.

We may not think we have much to give, but all of us can give time and kindness. Whenever we are kind to someone, we are showing our love for God.

The Bible says that it is better to give than to receive (Acts 20:35). Think about this. How does it make you feel when you are kind to someone?

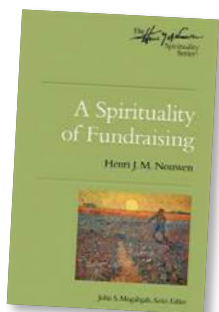


A SPIRITUALITY OF FUNDRAISING

By Henri JM Nouwen

A short, inspiring book explaining how fundraisers can confidently invite people to be part of their mission.

Published by Upper Room Books, 1908 Grand Avenue, PO Box 340004, Nashville, TN 37212, USA.
www.upperroom.org

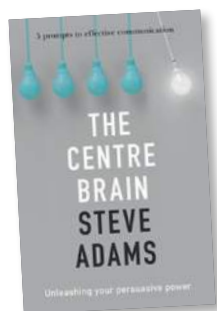


THE CENTRE BRAIN

By Steve Adams

Learn how to communicate in a memorable way that results in action.

Published by SPCK, 36 Causton Street, London, SW1P 4ST, UK.
<https://centrebraincommunication.com>



PREVIOUS FOOTSTEPS

- FOOTSTEPS 103: Entrepreneurship
- FOOTSTEPS 100: Impact and change
- FOOTSTEPS 93: Mobilising local resources
- FOOTSTEPS 71: Effective communication

Visit www.tearfund.org/footsteps to download free copies, or contact us to order paper copies in English, French, Portuguese or Spanish.



USEFUL WEBSITES

lausanne.org

The Lausanne Movement exists to strengthen the ministries of the global church. Their website includes a 'Global classroom' with an online module on ministry fundraising.

Available in English, French, Portuguese and Spanish.

ministryfundraisingnetwork.org

This website is packed full of information and training resources to help churches and organisations raise local funds and become more sustainable.

arukahnetwork.org

Arukah Network supports local communities to work together for change. Browse their website to find interesting podcasts and communications tools.



WHEN MONEY GOES ON MISSION

By Rob Martin

How to bring together excellent fundraisers and generous givers in joyful, healthy and trust-filled relationships.

Published by Moody Publishers, 820 N. LaSalle Boulevard, Chicago, IL 60610, USA.
www.whenmoneygoesonmission.com

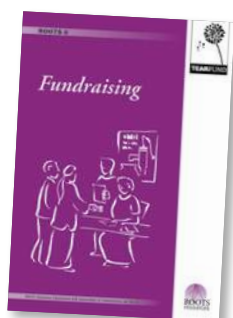


ROOTS GUIDE: FUNDRAISING

By Rachel Blackman

This practical guide discusses how to develop a fundraising strategy and find different sources of funding.

Download from www.tearfund.org/roots or contact us to order paper copies in English, French, Portuguese or Spanish.



FUNDRAISING TRAINING OPPORTUNITY

The Bible has many examples of generous giving to provide for God's work. However, concerns about manipulation and the separation of the topics of money and faith prevent many ministry leaders around the world from raising the funds they need.

In response to this, the Lausanne Ministry Fundraising Network was formed in 2015. The network has coaches in many different countries who volunteer their time to help fundraisers discover the resources God has placed around them locally. These include time and talents as well as money, making it possible for everyone to get involved.

In addition, several times a year the network runs online training, helping local organisations start and maintain Bible-based fundraising programmes. This training is offered free of charge and is also available in a self-study format.

If you would like to know more, please send an email to info@ministryfundraisingnetwork.org You can also access the training and many other excellent fundraising resources through the network website: www.ministryfundraisingnetwork.org

Barbara Shantz and Kehinde Ojo are co-leaders of the Lausanne Ministry Fundraising Network.



READER FEEDBACK GROUP

I am looking for new volunteers to join the Footsteps Reader Feedback Group. Would you like to get involved?

After each edition is published, I will send you a short questionnaire asking for feedback on the different articles. I will then look carefully through your responses and use them to help shape and improve future editions.

A big thank you to the current members of our Reader Feedback Group! It is always a pleasure to hear

from you. Please keep sending me your valuable comments and suggestions.

If you would like to join the Reader Feedback Group, please get in touch using the contact details below.

FOOTSTEPS

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Readers are invited to contribute views, articles, letters and photos.

Footsteps is available in French as *Pas à Pas*, in Portuguese as *Passo a Passo* and in Spanish as *Paso a Paso*. It is also available in Hindi.

Editor Jude Collins

Tearfund, 100 Church Road, Teddington, TW11 8QE, UK

Tel: +44 20 3906 3906

Fax: +44 20 8943 3594

Email: publications@tearfund.org

Website: learn.tearfund.org

Translations Editors Carolina Kuzaks-Cardenas, Alexia Haywood, Helen Machin

Editorial Committee Barbara Almond, J Mark Bowers, Mike Clifford, Paul Dean, Helen Gaw, Ted Lankester, Liu Liu, Roland Lubett, Ambrose Murangira, Rebecca Weaver-Boyes, Joy Wright

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INTERVIEW

RAISING FUNDS LOCALLY

Zenet Maramara is President of the Christian Stewardship Association in the Philippines. Here she discusses some of the key lessons she has learnt over many years as a fundraiser, including how to reduce dependency on international donors.

How did you get involved in fundraising?

In the 1990s my first fundraising role involved supporting the work of the Asian Theological Seminary through promotions, marketing and special events. At that time, like so many ministries in the Philippines, 70 per cent of our funding came from the United States, with only 30 per cent being raised locally.

However, there was a growing recognition that as the country continued to develop, more local funds and expertise would become available, giving us the opportunity to move towards national leadership and locally raised funds.

In order to play a role in this, I needed more training so I went to the USA to study public relations. It was during this time that God revealed to me a whole new way of thinking about fundraising.

What happened?

I call it my 'second conversion' and it started when I began to understand that everything belongs to God, including all the resources needed for our ministries. I realised that fundraisers are called to walk alongside the people God has already raised up to provide funds.

This realisation changed my view of fundraising. Whereas before I had been embarrassed to ask people for money, now I was excited to give people the opportunity to support our work financially.

This makes the job of fundraising so much better! It liberated me, and today it liberates the students I teach. The burden of providing the resources needed for our ministries is no longer ours, because God is our partner.

'I USED TO BE EMBARRASSED WHEN ASKING PEOPLE FOR MONEY – NOW I AM EXCITED TO GIVE PEOPLE THE OPPORTUNITY TO SUPPORT OUR WORK'

What else is important when raising local funds?

There is a certain structure that needs to be put in place before we can invite people to partner with us financially. Organisations need to have a clear vision and mission and a strategic long-term plan. Fundraising goals need to be established according to the different projects and programmes that are contributing to the long-term plan.

The leaders of organisations must allocate sufficient budget and staff for fundraising. They also need to be willing to give time to support fundraising activities such as speaking at events and meeting donors.

For the long term, building relationships with loyal donors is very important. You cannot raise money from someone you do not know. Likewise, transparency and accountability are crucial. This includes telling the donor what has been achieved with their money.

By applying these principles the Asian Theological Seminary was able to transition to 70 per cent local funding and 30 per cent international support within three years.

What is generosity?

In my experience, when you receive you also become a giver. God models generosity for us. He freely gave us all things, including his beloved son. How can we not respond with gratitude and surrender to this loving God?

Generosity is understanding that God owns it all and I am only a steward of the resources in my hands, including my life. This truth has far-reaching implications for the way we use our money, possessions, work and everything else we have been given.

Email: zenet.maramara@gmail.com
www.christianstewardshipassociation.com