



WPI



Combating Unemployment in Namibia by Expanding Donor Support for MSR

An Interactive Qualifying Project Proposal
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Abstract

Men on the Side of the Road (MSR) lacks the funds to continue training the unemployed in Windhoek, Namibia. MSR requires more donors and a customer relationship manager (CRM). We used surveys and interviews to discover possible CRM options, strategies for donor engagement, and avenues for grants. We implemented HubSpot as the CRM, created a list of grants to apply for, and established a donor follow-up plan so that MSR can help unemployed Namibians build a stable economic future.

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Executive Summary

Background

Namibia was once under South African rule, where strict apartheid policies created racially segregated homelands, causing the isolation of the black population from the white minority. By the 1980s, many apartheid policies were abolished, leading up to Namibia gaining independence from South Africa in 1990 (Pendleton, 1993, p1). Despite the abolishment of apartheid policies, many social issues persisted, leading to poverty and high unemployment rates across Namibia. Anyone without work, unpaid employment, self-employed, currently available for work, or seeking work can be categorized as unemployed. Most available jobs went to the privileged and those who lived in segregation were not offered training. This was done to maintain a cheap labor force for the mining, industrial and commercial agriculture sectors. As a result, many untrained, unemployed people stand on the side of roads in large cities, hoping someone will pick them up for a day's worth of work. These people are commonly known as day-laborers and offer services such as cleaning cars, painting, landscaping, moving heavy objects, etc.

Men on the Side of the Road (MSR) was founded in 2007 in Windhoek after individuals noticed day laborers sitting around traffic lights. MSR aims to help day laborers gain the necessary skills and tools to be more marketable for employment. In 2016, MSR's services were expanded beyond just day laborers and included all underprivileged and unemployed people, including women and youth (*History of MSR*, 2021). With 1,601 members, MSR is dedicated to connecting people to both long-term and short term employment (*MSR Home*, 2021). MSR created a step-by-step approach to help members gain meaningful employment. These training steps include communication skills, resume building, interview tips, entrepreneurship training, and mentoring (*MSR What We Do*, 2021). Not only are members provided with training, but MSR staff places their information and qualifications into the organization's database to connect members with companies or individuals that are seeking workers (*MSR What We Do*, 2021).

Problem

As a nonprofit organization, MSR heavily relies on donors to stay in operation and assist the unemployed community. Nearly all of MSR's funding currently comes from corporate giving

within Namibia. There are almost no private donors, mainly due to there not being an operational donation portal on their website. Also, many Namibians lack extra money to give to the organization, cutting prospective donors heavily. MSR lacks the funding needed to continue to assist its members in securing employment and is at risk of shutting down.

Goal

Our team's goal was to find ways for individuals to donate easily, locate grants for MSR to apply for, and develop a plan to track and keep donors engaged. We accomplished our goal by focusing on the three following objectives:

1. Evaluate MSR's current methods of applying for grants and tracking donors.
2. Determine criteria for a new donor management software and assess various customer relationship management (CRM) options. Then review the software options with MSR and select one for implementation at MSR.
3. Locate prospective local and international grants for MSR, in addition to expanding donor support from individuals.

By breaking our research down into smaller objectives, we were able to follow a plan to accomplish each one.

Methodology

To accomplish our first objective, we interviewed MSR's CEO, Crystal Beukes, to understand how they currently expand donor support and track these donors. Understanding the background of past donors aided in the search for future donors. In this interview, we analyzed the background of past donors for common occurrences in industry, donation size, and duration of commitment. Additionally, in this interview, we asked if Ms. Beukes and the MSR staff would be willing to upgrade their donor tracking system and learn a new software. We made sure to inquire about any features that they would like to see in this new software.

To accomplish our second objective, we identified and evaluated possible CRM options through online searches, interviews, and surveys sent to other nonprofit organizations. CRM tools are able to filter donors and offer email marketing, making it easier to interact with donors and keep them engaged. We planned to evaluate and compare each software option through demonstrations and contact with customer support. Once we determined the top software options

for MSR, we presented them to Ms. Beukes so she could make the final selection to be implemented. The CRM selected will help to increase efficiency in storing donor information and promote donor engagement.

To expand donor support, we interviewed four other organizations WPI Office of University Advancement, On the Rise, African Community Education (ACE), and Seven Hills Global Outreach, to learn how they locate grants, attract donors, and keep them engaged. In addition, we hoped to gain tips on writing grants and improving chances of grant awardal. The insight from employees at other nonprofits was invaluable as our team conducted its research. In addition to the interviews, we also conducted our own research on grant searching techniques and found grants that MSR is eligible to apply for. Finally, to understand how to expand individual donor support, we surveyed individuals to learn what motivates them to donate to a nonprofit, the methods they used to donate, and how the organization interacted with them post-donation.

Findings

From our interview with Ms. Beukes, we learned that MSR heavily relies on verbal communication to find grants and corporations to reach out to within Namibia for funding. MSR currently only receives funding from Namibian corporations, when they could gain more funding by expanding their search worldwide. We also learned that MSR uses Excel to keep track of their donor history. While Excel can record items such as the funding organization's name, contact information, and donation amount, it requires an abundance of manual labor. Excel effectively maps MSR's donors since there are so few, but as donor support grows, Excel will become increasingly difficult and labor intensive to use. Ms. Beukes stated she would be willing to learn a new system and upgrade to a CRM tool.

Our team then began to evaluate different CRMs options based on the various requirements given to us by MSR. We eliminated many software options discovered through our surveys and interviews, because they were either not offered in Namibia or were too expensive. We relied on our own research and trials of software to evaluate our five software options: Click Up, DonorSnap, Salesforce, HubSpot, and Benchmark One. Our team then used a Pugh analysis to rank and compare each of these options. We determined the top three software options for MSR as Clickup, HubSpot, and Salesforce, and presented them to Ms. Beukes. She decided

HubSpot should be implemented as their CRM due to its free subscription, visual appeal, and many valuable features. With a CRM in place and a method to organize donors, we were able to start looking into how to increase donor support.

To accomplish our third objective of expanding donor support from individuals and grantors, we conducted surveys and interviews to learn more about individual donors and how to gain support from grantors. Our surveys sent to individuals revealed that an online donation portal is one of the most common ways someone donates to an organization, along with direct cash or check, a charity event, and dollar roundups at businesses. An online donation portal is the most suitable option for MSR because the target audience for individual donations is mainly international due to Namibians not having disposable income for donations. From our survey responses to individuals, 65% of respondents stated that organizational updates would encourage them to donate again.

Additionally, in the interviews with employees at other nonprofits, we gained advice on how their organization expands and maintains donor support. Each interview informed us that many small individuals could be just as valuable, if not more valuable, than a few large corporate donors or grants. Each employee we interviewed reiterated the importance of following up with donors so that they are engaged in their organization's work. Donors prefer knowing how their money is spent and how it makes an impact on an individual's life. Thank-you letters and newsletters with organizational updates are effective techniques to display to donors the difference they make with their generosity, encouraging them to donate again. Our team used this knowledge to formulate a donor engagement plan to establish for MSR.

We also learned various grant searching and writing techniques from our interviews. Ms. Corneliussen from ACE recommended we used online searches and looked at organizations with similar missions and who they receive funding from to locate new and available grants. She told us that having specific sections of a grant prewritten, such as a background, need statement, and sustainability statement, speeds up the application process. Additionally, Ms. Corneliussen advised focusing on a few grants at a time to increase the chances of being awarded that particular gift. Dr. Jordan from Seven Hills Global Outreach recommended MSR partners with a U.S. organization in order to access funding from the United States. Additionally, he shared with us that “charity and not sustainable”, so MSR should look into setting up a for-profit business

where the profits would benefit MSR's mission. We then used this information to find grants MSR is eligible to apply for and determine a strategy for MSR to maintain more stable funding.

Conclusion and Recommendations

Our team collaborated with the other MSR Interactive Qualifying Project team to set up an online donation portal as an easy form for individuals to donate. This team also helped increase MSR's social media presence and update their website: key items for attracting new donors. Our team set up a donor follow-up plan based on the information we learned from other nonprofits, so that we could maintain current donors as supporters. The timeline for the donor follow-up plan is as follows:

1. Send an immediate automated thank-you email with tax deduction forms.
2. Within two weeks of a donation, call or send a personalized email to the donor thanking them again (this would include MSR members' thank-yous).
3. Send quarterly organizational updates sharing member success stories, organizational updates, future events.
4. A few months or so later, ask for another donation if the donor has not given since step 1.

Our team also created a sample thank-you letter and a template newsletter for MSR. Thank-you notes should be as personal as possible, and when achievable, include a personal note from a member whom MSR helped. Additionally, our team used Ms. Corneliussen's advice to locate grants for MSR to apply to and formulate a plan for MSR to follow. The grant application plan is as follows:

- Apply to all the grants our team provided.
- Search for grants daily using online searches with keywords such as Namibian grants.
- Sign up for newsletters from databases such as GuideStar and Foundation Directory Online to receive alerts when a new grant is available.
- look at available financial records of organizations with a similar mission as MSR to see where they are gaining their money from and apply to those grants.
- Apply for up to three grants per month, or about 25-30 in the year. MSR should spend at least an hour a day applying to grants.

- Partner with a U.S. nonprofit organization that has 501(c)(3) status, in order to receive funding from the United States.

After gaining more donors, MSR employees can now add them into the HubSpot database and easily interact with them. All of the donor's information can be uploaded from an Excel file, entered manually, or automatically uploaded using an integrated form on MSR's website. For grants, HubSpot can track the progress, the contact person's information, application deadline, and specific notes for the grant. Another benefit of HubSpot is the email platform that would allow MSR to send individual or group emails. They can use provided email templates, custom templates, or produce an email from scratch. HubSpot also offers multiple user access, customizable dashboards, and pre-created reports.

The goal of this project was to expand donor support for MSR. Our team took a three-pronged approach to break down this large goal into accomplishable objectives. The objectives consisted of evaluating the current system MSR uses to track donors and apply for grants, implementing a new software platform that will improve the current donor database, and expanding MSR's donor support. Through the course of the project, we came up with recommendations that were not able to be implemented during the project term, but these recommendations can still be beneficial to MSR further down the road. Our team's recommendations are as follows:

- Implement an online donor portal to make it easier for individuals to donate.
- Link HubSpot with the online donation portal so that donors' contact data are easily entered into the system.
- Follow up with donors more frequently to share the impact their donation has made on MSR's members, according to the provided timeline.
- If MSR expands and the free version of HubSpot no longer fulfills their needs, upgrade to a paid subscription of HubSpot or other CRM software such as Salesforce.
- Search for grants more frequently, but do not overwhelm MSR employees by applying to too many at once.
- Partner with a U.S. nonprofit organization that has 501(c)(3) status, in order to receive funding from the United States.
- Build relationships with global nonprofit organizations with a similar mission to MSR.

With implementing HubSpot, the donor follow-up plan, grant searching techniques, and our recommendations, MSR will establish a stable and long-lasting funding system. In turn, they will be able to expand their reach and help more unemployed Namibians find jobs.

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I. Introduction

The apartheid regulations during South Africa's rule over Namibia have led to serious forms of inequality in education, employment, and standards of living. In the 1990s, after Namibia gained independence, some of these social issues persisted, leading to poverty and high unemployment rates. Depending on the various definitions of poverty, the percentage of Namibians living in poverty can be between 28 and 62% (Jauch, 2012). Unemployment is a huge factor that contributes to these high rates of poverty. Anyone without work, not in paid employment, self-employed, currently available for work, or seeking work can be categorized as unemployed. There is a large group of unemployed people that often stand on the side of roads in large cities, hoping someone will pick them up for a day's worth of work. These people are commonly known as day-laborers and offer services such as cleaning cars, painting walls, landscaping yards, moving heavy objects, etc.

Men on the Side of the Road, or now known as MSR, was founded in 2007 in Katutura after noticing day laborers sitting around traffic lights. A group of individuals created MSR to help day laborers gain the necessary skills and tools to be more marketable for employment. In 2016, MSR's services were expanded beyond just day laborers and included all underprivileged and unemployed people, including women and youth (*History of MSR*, 2021). With 1,601 members, MSR is dedicated to connecting people to both long-term and short term employment (*MSR Home*, 2021). As a nonprofit organization, MSR heavily relies on donors to stay in operation and assist the unemployed community. Nearly all MSR's funding currently comes from corporate giving. MSR lacks the funding needed to provide services to its members and assist them in securing employment.

MSR only reached out to Namibian corporations for financial help when they could primarily benefit from private individuals' donations and financial aid from foreign countries. However, MSR lacked an easy way for private individuals to donate to their organization and the legal forms needed to receive funding from the United States. This led to the formulation of the project's overall goal: to map and expand donors for MSR. To help combat unemployment in Namibia and provide training opportunities to the unemployed population, MSR needed to expand its network of donors beyond just corporations. To do this, our team evaluated MSR's current methods of applying for donors and tracking donors as the first objective. By

understanding the current methods and previous work done by the past IQP team, our team was able to find ways to improve and build upon the current strategy used to gain donors. The previous IQP team set up a website for MSR but could not establish a functioning donation portal. This severely inhibited the ability of MSR to get online donations from individual donors. Many individual donors can financially contribute equal, if not larger, sums of money as corporations. By finding a way for individuals to donate easily, MSR's donor support would expand significantly.

Our team then moved onto the project's second objective: to establish a better donor database or customer relationship management (CRM) software. The goal of the database was to help MSR keep both individual and corporate donors engaged so that they are more likely to give to MSR again. It should easily organize donor contacts, automatically email specific groups of donors, and run reports on donor engagement. MSR would then be able to easily stay connected with donors and increase their overall funding. Establishing a donor database would ensure that MSR is fully funded and able to serve the unemployed community of Namibia for years to come.

This ties into the third objective to identify 30 new local donors and 20 new international donors to expand MSR's funding support. To further increase funding, MSR needed to be able to apply for grants internationally in addition to locally. MSR would be able to apply for grant funding in the U.S. after partnering with a recognized 501(c)(3) organization. On top of this, MSR needs to increase their online presence so they are reaching a larger volume of prospective donors. By making it easier for individuals as well as corporations to find and donate to MSR, their overall funding should increase. This was done by signing MSR up for online nonprofit directories such as GlobalGiving, GuideStar, and Foundation Directory Online. These tools create profiles for nonprofit organizations that share their mission and connect them with potential donors. Our team's three objectives allowed MSR to contact donors more regularly in order to get a regular stream of funding. This can lead to more consistent training, hiring of more qualified employees, better connections for MSR training program graduates, and most importantly the continued operations of MSR for the foreseeable future.

II. Background

2.1 History of Namibia

Namibia's history since Germanic and South African rule is one of the leading causes of the high unemployment, poverty, and inequality of areas such as Windhoek and more specifically Katutura. The birth of a new nation, a growing population, and the slow reversal of apartheid policies led to an unstable economic system for workers. The section explores the past of Namibia from apartheid, independence, and the present day as well as the poverty present in Namibia.

Beginning in 1915, Namibia was considered a province of South Africa (Forrest, 1998). While under South African rule, strict apartheid policies created ethnically segregated homelands, causing the isolation of the black population from the white minority. The system's goal was to assure the political lockout of the non-white majority while maintaining a steady supply of poorly paid wage laborers for these countries' mining, industrial and commercial agriculture sectors (Forrest, 1998). Windhoek, Namibia's capital, showcased the presence and effects of apartheid policies. The segregation of people of color in Windhoek led to the formation of a township known as Katutura, meaning "we have no permanent dwelling place"(Pendleton, 1993 p.37). By the 1980s, many apartheid policies were abolished, leading up to Namibia gaining independence from South Africa in 1990 (Pendleton, 1993, p1).

Since the abolishment of apartheid, the population of Windhoek has increased from 92,000 to 446,000, about 80%, from 1980 to 2021 (*Windhoek, Namibia Metro Area Population 1950-2021*, 2021). The population increase, the abolishment of apartheid, and the freedom from South African rule allowed individuals to spread to other areas in search of employment. Despite Namibia's economy increasing since 1990, the massive uptake in urban growth has counteracted the economic gain (Crush & Frayne, 2010. p108). The available jobs went to the privileged since those who lived in segregation were not offered training to maintain a cheap labor force for the mining, industrial and commercial agriculture sectors. Despite the apartheid policies being abolished in the 1980s and the Namibian people's independence from South African rule, the population in townships such as Katutura remains negatively affected by the policies.

2.2 Inequalities in Namibia

This section discusses the different inequalities between social classes, genders, races, and ethnicities. These inequalities lead to poverty for many Namibians. The overall poverty rates and statistics on inequality in Namibia can be found in this chapter. To easily understand the inequalities that certain groups face, comparisons are made between advantaged and disadvantaged groups.

2.2.1 Poverty

There are numerous ways to define poverty, one being the international poverty line of 1.90 U.S. dollar per person, per day (Global poverty: Facts, FAQs, and how to help, 2020). Another clearer definition formed by the Central Bureau of Statistics in 2008 ruled that “At 2004 price levels, adult persons with consumption levels of below N\$ 262 would be regarded as poor and those with consumption levels of below N\$ 184 as extremely poor” (Jauch, 2012, p. 3). Table 1 shows the percentage of Namibians that were living in poverty based on these definitions. The poverty rate in Namibia has a wide range, between 28% and 62%, further demonstrating the economic instability in Namibia (Mwinga, 2012; van Rooy et al., 2007).

Table 1: Poverty in Namibia Based on Various Definitions of Poverty

Source	Measure	Percent of Namibians Living in Poverty
International Poverty Line	N\$ 28.44 per day (1.90 U.S. dollar)	62%
Review of Poverty and Inequality in Namibia	Basic needs (N\$ 262.45 per person, per month in 2004) (17.54 U.S. dollars)	28%

(Jauch, 2012)

2.2.2 Social Class

Another important social aspect is the social inequalities that Namibians face based on gender, race, ethnicity, urban-rural living, and social class. Namibia is one of the highest-rated countries in terms of inequality, which can be linked back to apartheid policies. The effects of these

policies still affect Namibians today. For example, there is a sizable gap between social classes in Namibia. Jauch reports, “the wealthiest fifth of the population accounted for 78.7% of income while the poorest fifth of the population lived on a meager 1.4 percent of the total income” (Jauch, 2012, p. 4). The divide amongst social classes is dramatic: the upper-class Namibians contribute over three-fourths of the income in Namibia while the lower class does not even make up 2% of the generated income (Jauch, 2012; Mwinga, 2012).

Inequality in Namibia can be further broken down into smaller categories such as place of residence. Jauch states, “in 2006, the average household income in rural areas stood at N\$ 6,139 in sharp contrast to the urban average of N\$ 17,898 per annum” (Jauch, 2012, p. 4). People who reside in urban areas make more than double those that live in rural areas, and people that reside in rural areas spend almost a third of those that reside in urban areas (Levine et al., 2008). The gap in wages forced Namibians to migrate to urban areas in order to find work. The change in population to urban areas, specifically Windhoek, is depicted in Figure 1 below, where there is a steady increase of each racial background. Rural-living Namibians make up about 65% of the population, while only accounting for 38% of Namibia’s total income. Also, rural residents do not have as many job opportunities and do not receive as high of pay wages (Jauch, 2012; Mwinga, 2012).

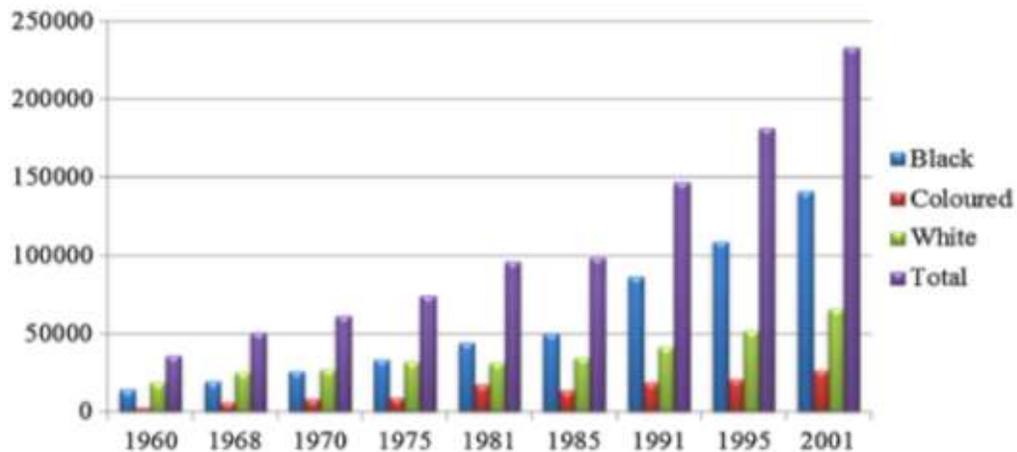


Figure 1: Graph Depicting the Population Density of Windhoek over Time (Besser, 2019)

2.2.3 Gender

Another prominent inequality in Namibia is based on a person’s gender. Not only is the unemployment rate for women higher than for men, they also tend to have lower incomes than

men (Yu et al., 2011). According to Jauch's article, "female-headed households, which are some 40% of the total, have a per capita income of N\$ 7,528, in contrast to male-headed households with a per capita income of N\$ 12,248" (Jauch, 2012, p. 4). For comparison sake, 1 USD is equivalent to 14.97 Namibian dollars. Male-led households make almost double that of a female-led household. The clear bias in favor of males in regards to paying expectations, despite that nearly half of Namibian households are female-led, is evident and is often neglected (Jauch, 2012; Mwinga, 2012). Many of these unemployed women identify as homemakers. There are many single mothers in Namibia which explains the large percentage of female-headed households. The Married Person's Equality Bill has impacted the number of female-headed households because "it did away with the husband's automatic 'marital power' and his position as the 'head of the family'" (Becker, 2010, p.171).

Other large categories with high levels of inequality are observed in different racial and ethnic groups. Very few households where English and German are the primary languages are affected by poverty, while 54 and 60% of households where Rukwangali and "Khoisan-languages" are spoken, suffer from poverty (Jauch, 2012). Different ethnic and racial groups have various salaries, where those of European descent make the most money, and those who are native to Namibia make the least money. This discrepancy further highlights the inequalities between races and ethnicities (Jauch, 2012; Mwinga, 2012).

2.3 Unemployment in Namibia

Population growth and the rise in females seeking work are large contributing factors to the high unemployment rates that haunt Namibia. The majority of Namibia's population is youth, consisting mainly of unskilled, uneducated, and untrained laborers that are now seeking employment (Tapscott, 1993). Even for those who received formal training or higher education, there is no demand for those types of workers, creating a mismatch in job demand and workers' skills. The job market is highly concentrated in welding, bricklaying, carpentry, electricians, technicians, mechanics, teachers, etc. It is important that workers receive training for jobs that are currently available, and not for those that are highly concentrated (Mwinga, 2012, pp. 42-44). This chapter discusses the rates of unemployment and the current ways to combat the problem.

2.3.1 Unemployment Statistics

Unemployment falls across all sectors, genders, and age groups. According to Jauch’s article (2012), “unemployment amongst women is higher in both rural and urban areas (52.8% and 35.7%) compared to men (41% and 25.8%)” (p.4). This is true despite the fact that the majority of Namibian households are female-led. Usually women are described as being homemakers, thus contributing to the higher rates of unemployment in women.

Poverty disproportionately affects Namibians based on their ethnicity and social class. Fifty to sixty percent of households speaking Native languages fall below the poverty line, while “German and English-speaking households are hardly affected by poverty at all” (Jauch, 2012, p.4). Additionally, the wealthiest fifth of households constitutes 78.7% of the national income and the poorest fifth accounts for 1.4% of the national income (Jauch, 2012, p. 4). These disparities highlight class inequalities that stem from colonial times (Yu et al., 2011).

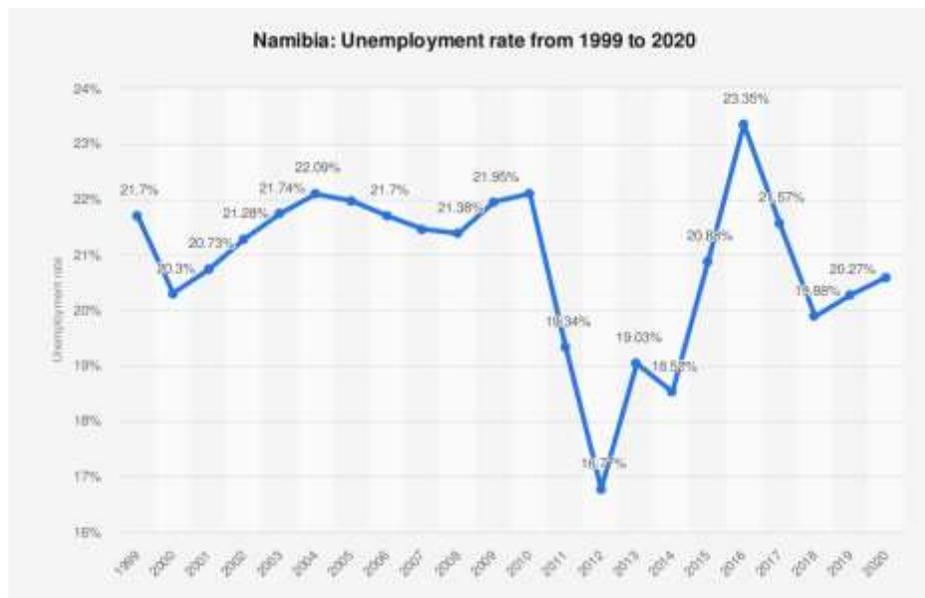


Figure 2: Overall Unemployment rate in Namibia from 1999-2020 (*Namibia - Unemployment Rate 1999-2020, 2020*)

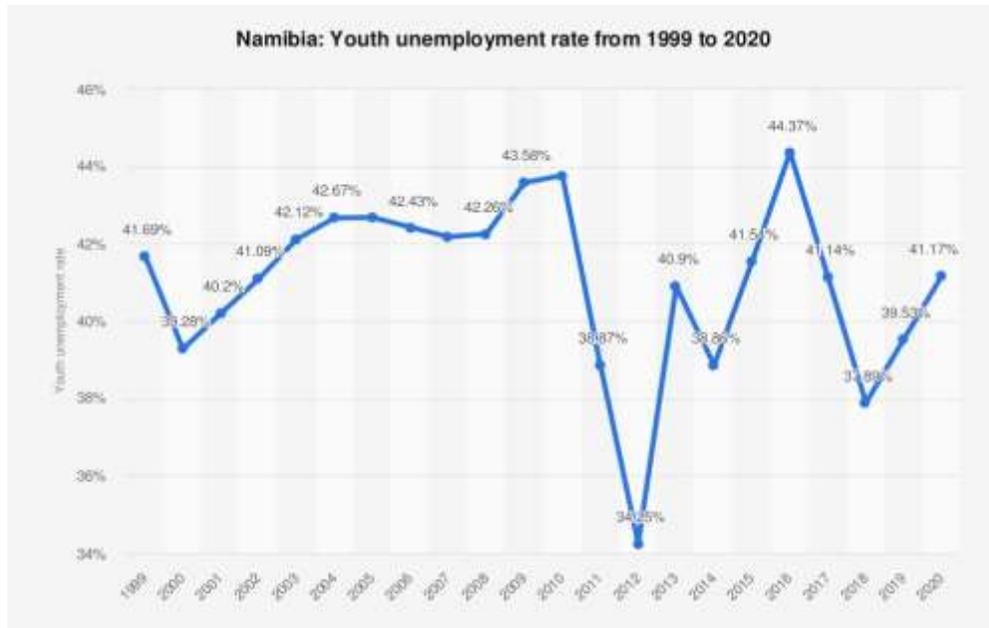


Figure 3: Youth unemployment rate from 1999-2020 (*Namibia - Youth Unemployment Rate 1999-2020, 2020*)

Figure 2 refers to the overall unemployment rate in Namibia over the past 20 years. In 2020, the rate was 20.27% and has steadily increased since 2018. This can be attributed to the drought in 2019, and COVID-19 pandemic in 2020, which caused an economic crisis. However, it is important to note that the unemployment rate has hovered around 20% with the lowest being 16.7% in 2012 (*Namibia - Unemployment Rate 1999-2020, 2020*).

Figure 3 refers to the unemployment rate in Namibian youth, who are defined as people in the age range of 15 to 24 years old, over the past 20 years. The most recent rate is 41.17% and is the highest it has been since 2017, which again is linked to the economic crisis caused by the COVID-19 pandemic. However, it is important to note that the unemployment rate in youth has hovered around the 35% to 45% with the lowest being 34.25% in 2012 (*Namibia - Youth Unemployment Rate 1999-2020, 2020*).

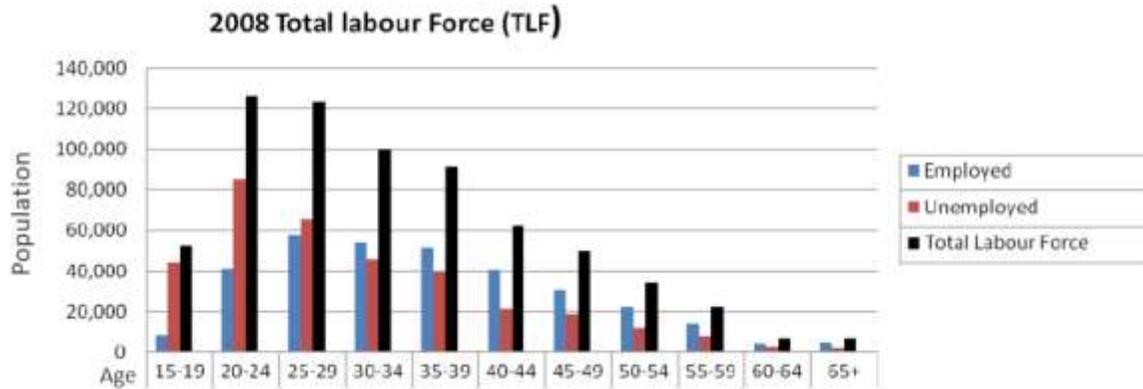


Figure 4: Labor force in Namibia by Age Bracket with a High Concentration in the Youth Division (Mwinga, 2012)

Figure 4 further shows the unemployed, employed, and total labor force in Namibia by age in the year of 2008. The total labor force is simply the unemployed and employed population summed together. The unemployed population peaks in the age ranges of 20-24 and 25-29 years old. Many of MSR’s members fall within this age bracket and are the main target population for MSR’s training programs.

2.3.2 Combating Poverty, Unemployment, and Inequality

After Namibia’s independence from South Africa, many social protection programs were put in place to improve the well-being of Namibians. The programs include pensions for those who are elderly, disabled, veterans, and single-parent households. Providing financial relief to these groups of citizens, reduces the number of people searching for employment, open up jobs for others, as well as contribute to relieving poverty. Currently, there are pensions set up for anyone who is 60 years or older, regardless of gender or past employment, to receive N\$ 550 per month (Jauch, 2012, p. 7). There are also pensions for those aged 16 years and older that are disabled. One must be diagnosed by a state doctor with conditions such as blindness, AIDs, physical ailment, etc. to qualify for a pension. Jauch states that “the number of people receiving old age or disability pensions reached 150,893 in December 2008” (2012, p. 8). Any war veterans that helped Namibia fight for its independence and have an annual income of less than N\$ 36,000 receive N\$ 2,000 pensions (Yu et al., 2011).

Other forms of relief include “child maintenance grants [which] are paid to a biological parent of a child under 18 years and to those parents whose spouse is receiving an old age or disability grant, has died or is serving a prison sentence of 3 months or longer” (Jauch, 2012, p. 8). There are more restrictions placed on these types of grants, like a child’s school attendance record as an incentive to keep children in school. Child maintenance grants pay for up to six children, paying N\$200 for the first child and then an additional N\$100 for each subsequent child. Other monetary relief programs include items like food distribution during natural disasters like droughts (Jauch, 2012; Yu et al., 201).

Laws have also been instituted to help combat unemployment such as the “National Training Act of 1994, the National Vocational Training Act of 1994, and Vocational Education and Training Act, Act 1 of 2008, that establish the Namibian Training Authority (NTA), responsible for ensuring that vocational education and training (VET) programs and services meet the needs of industry and business” (Mufune, Pempelani, 2013, p.17). The laws give people the access to training in fields that are in demand. Namibia has also implemented constitutional reforms and laws to help achieve gender equality. Examples of this are the Maintenance Act 9 of 2003 and the Communal Land Reform Act of 2002 which legally forces fathers to financially contribute to their children’s upkeep and attempts to find financial relief for women after the death of their husbands, respectively. Legal actions demonstrate the support the Namibian government has for gender equality and sets the precedent that sexual discrimination will not be tolerated. This better gives women a chance at supporting themselves and their families without the need for a male financial support system (Juach, 2012; Mwinga, 2012, pp. 45–46).

2.4 All About MSR

This chapter begins with a brief overview of the Men on the Side of the Road as a whole and the mission of their organization. The main focuses of the section are how the organization was founded, how they help the unemployed population, and how they operate. In addition, MSR’s budget breakdown and where they receive funds from is discussed to understand how we can build upon their work.

2.4.1 MSR's Background and Mission

MSR has 1,601 members (*MSR Home, 2021*) so having a clear plan to help members find employment is necessary. MSR created a step-by-step approach for new members outlined in Figure 5 below. These steps focus on teaching different skills that help members gain meaningful employment. Some training topics include communication skills, resume building, interview tips, entrepreneurship training, and mentoring (*MSR What We Do, 2021*).



Figure 5: MSR Step by Step Process to Help Place MSR Members into Employment (*MSR What We Do, 2021*)

Becoming a member of MSR comes with many benefits. Not only are members provided with training, but MSR staff places their information and qualifications into the organization's database. MSR uses this database to connect its members with its network of training institutions, companies, and private hiring individuals, at no cost to either party (*MSR What We Do, 2021*). MSR has been able to help 539 members find long-term employment (*MSR Home, 2021*) as a result of the training and services they provide. These services require donors to maintain and support the overall mission of MSR.

The COVID-19 global pandemic caused many challenges around the world. Social distancing restrictions and shutdowns impacted the way MSR has been able to provide its services because members cannot use the resources at the MSR facility to search for employment. Before the pandemic, MSR typically helped 138 members each year, while in 2020, MSR was only able to provide services to 86 people. Figure 6 below illustrates the number of jobs MSR helped Namibians find between 2007 and 2020.

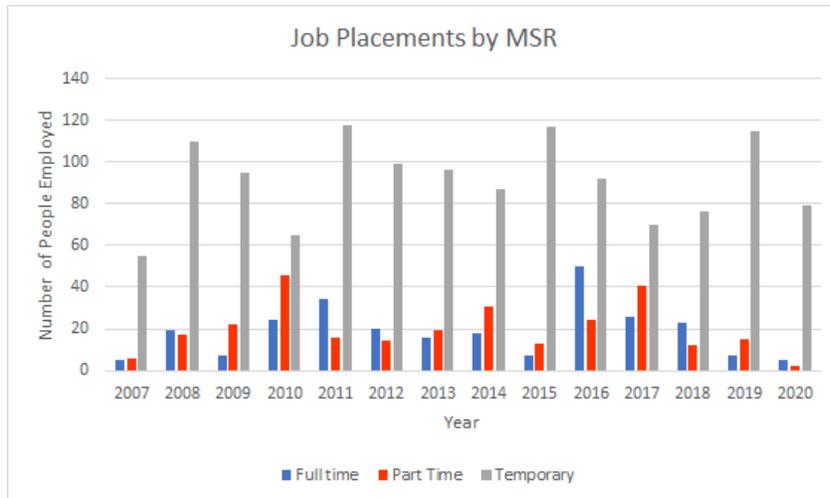


Figure 6: Bar Chart of the Number and Type of Jobs MSR helped Match Members to in the Years Between 2007-2020 (Beukes, 2021)

2.4.2 MSR’s Current Financial Breakdown

The estimated operating budget for MSR between April 2021-May 2022 is about 73,000 USD or a little less than 1,100,000 ND. A pie chart of these funds is distributed as shown in Figure 7 below.

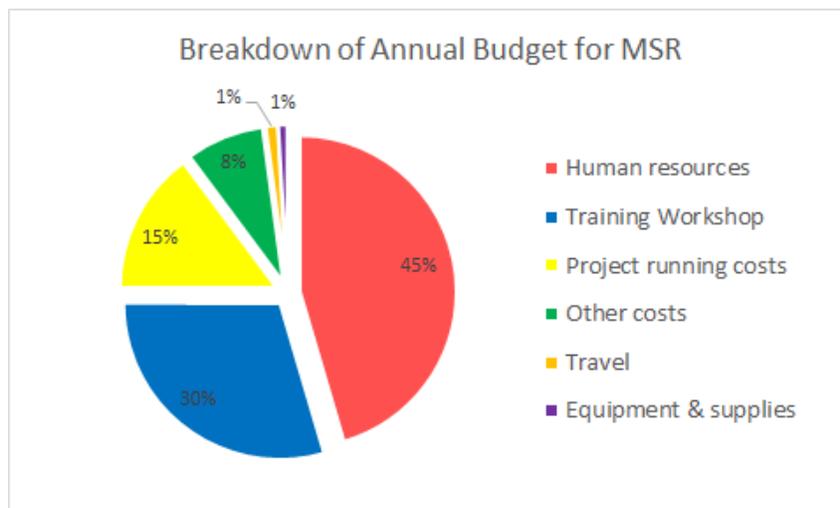


Figure 7: Distribution of MSR’s Funds by Category (Beukes, 2021)

Human resources covers the salaries of the CEO, Project Coordinator, and the Field staff, whose salaries range between 4,000 and 20,000 USD annually. Equipment costs cover the cost of computers, while project running costs cover rent and telephone and internet subscriptions. Other

costs mainly include training workshops for members, promotion of events, audit, and bank costs.

Currently, almost all of MSR’s funding comes from corporate giving. MSR relies on the Bank Windhoek for more than half of their annual budget, giving them about 40,000 USD annually. Other large donors are Santam Namibia and Imago Dei giving 5000 and 4600 USD, respectively, while other smaller donors can be seen in Table 2.

Table 2: Table of Other Smaller Supporters of MSR and Amount Donated to the Organization

Company	Amount Donated (USD)
Namibia Ship Chandlers Venmar Fishing	2175
Capricorn Group investment	5225
Metropolitan	2750
National Literacy Trust	2125

Some corporations offer their services for training or donate food for an event rather than money. These donors include Walvisbay Corridor Group, Pupkewitz Holdings Group, NCCI Swakopmund, and Municipality of Swakopmund. Donations are only asked for by corporations due to the nature of Namibia’s economy. The average Namibian does not have excess money or resources to give back to their community, thus explaining MSR’s reliance on larger corporations' generosity (Beukes, 2021).

2.5 How to Map Donors with a Customer Relationship Management Software Platform

In this section we looked at the different customer relationship management (CRM) software available for MSR to use to streamline their donor mapping. Many different CRM software platforms are available which nonprofits can utilize to map their donors, such as Benchmark

One, Click Up, and HubSpot. These software programs are all user friendly and allow for the management of an organization's donors, yielding a long-standing system to rely on. We also investigated software programs that cost a monthly or annual fee and ones that are free of charge. Free programs include Benchmark One and HubSpot, while those requiring a monthly payment include DonorSnap, Click Up, and Salesforce. These programs help nonprofit organizations track their funding, manage and engage donors, and provide a platform for online payments. These programs offer many features such as online fundraising, donor data and insights, donor development, automated data entry, and email marketing. The automated data entry is a very useful tool as it collects and manages donor data and does not require individual labor. A comparison of the different software can be seen in Table 3 below.

Table 3: Comparison of Software for Tracking Donors

Donor Mapping Software	Easy to Use	Email Marketing	Data Analytics & Visualization	Online Giving	Automated Donor Prospecting	Donor Engagement	Cost
HubSpot	X	X				X	From \$0 per month
DonorSnap	X	X	X		X	X	From \$39 Monthly
ClickUp	X	X	X			X	From \$3.25 per month
Benchmark One	X	X	X			X	From \$0 per month
Salesforce	X	X	X	X		X	From \$36 per month

With the use of one of these software applications, whether a free platform or paying for a database service, it should better track and manage donor relationships with MSR. Below is the information that should be able to be inputted into the new donor database.

Database use for Grant Funding

1. Name of grantor
2. Which area of focus would grant cover (for unemployment, training, education, etc.)?
3. Total amount of grant donation; maximum and minimum funding that can be offered
4. Grant start date to grant end date
5. Website for online portal submission (if e-mail, which email address or location)
6. Submitted (Y/N)
7. Awarded (Y/N) (if Y, how much)
8. Username and password for each site
9. Notes (anything specific for MSR)

Database for Local and International Public/Private Individual Donation

1. Name of person
2. Address of person
3. How much donated
4. Donation date
5. How did they donate (website, cash, check, PayPal, Cash App, Facebook, etc.)?

2.6 Grant Finding and Charitable Giving

The following chapter discusses two main topics: grant finding and charitable giving. Grant finding is broken down into how an organization finds grants and what legal documents are needed to apply for those grants. The methods for which an organization can find grants are GuideStar, Foundation Directory Online, Network for Good, and grants.gov. Each source is unique to what grants are available. Individual donors are a separate target group for donations whose generosity is labeled as a charitable gift. The section of charitable giving covers what it is, why people consider participating, and a few strategies to optimize the charitable yield.

2.6.1 What is Charitable Giving?

Along with deciding on a donor database that is optimal for MSR, our team researched charitable giving and how this information can be applied to increase donor support. Charitable giving has advantages in terms of supporting meaningful causes and the financial benefits of doing so. The implications of charitable giving include but are not limited to estate, tax, and financial planning. As per Bekkers and Wiepking (2011), some important forces that drive charitable giving: (a) awareness of need; (b) solicitation; (c) costs and benefits; (d) efficacy. Potential donors need to be made aware of the cause, the challenges people are facing, and how donating positively impacts the people whom the nonprofit helps. When donors have the option of giving smaller donation amounts, they are more likely to donate. As a result, reducing the asking amount increases the number of donations to the nonprofit, thus increasing the overall funds received (Bekkers & Wiepking, 2011).

Another way of encouraging donors is by incentivizing donations with benefits. Tax benefits appear to be the “most important motive for payroll giving in the United Kingdom” (Bekkers & Wiepking, 2011). This leads to the next point which is efficacy in the use of donated funds. If the funds donated are more effectively distributed to the cause and the nonprofit can show direct causation in helping the cause at hand, people are more likely to donate to the cause. We used tactics of charitable giving to increase the volume of donors they receive annually.

2.6.2 Grant Searching Methods

There are many online resources for nonprofit organizations to connect with donors and grantors. Nonprofit organizations use one software called GuideStar as a profile to alert donors of their organization’s mission as well as their gross receipts and assets (*GuideStar Nonprofit Reports and Forms 990 for Donors, Grantmakers, and Businesses*, 2021). The website allows donors to find organizations to donate to. On the other hand, Foundation Directory Online allows nonprofits to find donors and grantmakers to help support their funding. Nonprofit organizations can search for donors based on their needs and the groups of people they are trying to help (*Find Grantmakers & Nonprofit Funders | Foundation Directory Online*, 2021). Similarly, Network for Good is a simple software for small nonprofits like MSR. This software provides fundraising tools as well as management of donors. They offer professional fundraising coaches and support

to help organizations build their funding base. Network for Good allows MSR to find new donors and help them organize existing ones (*Fundraising Software for Nonprofits*, 2021).

Along with grant search websites, there are multiple grants available from foreign countries designated for nonprofits in Namibia or specific humanitarian projects. The main issue with these grant applications is that there are strict guidelines on who is eligible to apply and the use of the money being granted. The U.S. embassy in Namibia has four different types of grants: the ambassador's special self-help program, public diplomacy small grant opportunities, PEPFAR small grants, and ambassador's fund for cultural preservation. MSR would be eligible to apply for the ambassador's special self-help program grant, which supports small-scale activities that benefit an entire community (*Grant Programs*, 2021). The German government also has a grant to promote human rights through their embassy in Namibia (Amt, 2021). Another example of a foreign country helping Namibia through grants and support is Finland which has shared a friendship with Namibia for over 150 years (*#FinNam150*, 2021). Foreign countries are just one of the resources available for nonprofits to receive grants from and apply to grants from corporations on grant search websites.

2.6.3 Legal Forms for Nonprofits

For nonprofit organizations to apply for grants, there are necessary legal documents that each nonprofit must get. These documents validate the organization as a nonprofit and are required to be eligible for grants. The first is the DUNS number which stands for Data Universal Numbering System and is a nine-digit code that identifies an organization and is required to start a profile on grant search engines such as grants.gov. The purpose of a DUNS number is for the federal government (applying to grants from the United States and other nations) to monitor how the company allocates federal funds. Additionally, lenders and business partners refer to the DUNS number to determine the reliability of an organization. To apply for one, a company can go to the Dun and Bradstreet website and enter the organization's information while being free of charge. It is then reviewed and takes approximately two business days to receive it (Step1: Obtain a DUNS Number, 2021; What is a D-U-N-S number?, 2021).

A similar document that an organization needs is the NATO Commercial and Governmental Entity (NCAGE). This is a five-character ID number that the U.S. federal government uses to identify an organization's location. It can be applied for on the online portal

of the NATO website with the organization's information and the code is given to them shortly after (*US Instructions for NSPA NCAGE.Pdf*, 2020).

The third document required to apply for grants is a 501(c)(3). It is mainly for tax purposes and is used by the U.S. Department of Treasury through the Internal Revenue Services. The 501(c)(3) allows for federal tax exemption of nonprofits organizations, and to qualify, organizations must fall under one of the following purposes: "religious, charitable, scientific, testing for public safety, literary, educational, fostering of national or international amateur sports, and prevention of cruelty to animals and children". The organization must be able to prove they benefit the U.S. in some way. Also, almost all grants on grants.gov and those offered by other foundations require a 501(c)(3) to be considered for the grant. To apply for one, an organization can send an application to the IRS and must maintain compliance, including annual filings of reports, and follow the restrictions that accompany having a 501(c)(3). The application is \$250 when filing with a 1023-EZ, a shortened and more specific application. If an organization is not eligible to apply with a 1023-EZ, they must apply with a 1023 form which requires more info and a \$600 application fee. The organization's assets must be used for a charitable purpose, and the earnings must fairly go to all members of the organization. ('What Is a 501(c)(3)?', 2021; *Sam-Duns-Registration-Instructions.Pdf*, 2021).

2.7 Background Summary

Men on the Side of the Road is combating Windhoek's problem of high unemployment with their services and their work in giving those in need training and employment opportunities. Despite helping over 1,000 members, MSR needs financial support. They require funding from various donor sources to continue making an impact in the community. COVID-19 proved to be a major issue for not only MSR but the job market of Namibia as well. With the additional financial burden from COVID-19, MSR is struggling to support all their members with the necessary resources and training.

The need for donors is essential for MSR to continue to help the community and combat unemployment. Locating donors and forming a donor database was a requirement. The desired format for how MSR requests the information of each donor allows MSR to have an organized and condensed profile for each donation. MSR aims to continue combating unemployment and helping members of the community, but they cannot without additional donors and a streamlined

database. The many options for donor database software each have unique qualities and features. However, the price is the most important aspect. MSR cannot afford to take on more costs without seeing an immediate increase in annual revenue.

III. Methodology

3.1 Goal, Research Objectives, and Timeline

Our overall goal was to map and expand donors for MSR. The expansion of donors was necessary for MSR to provide training and jobs for those who are unemployed in Namibia, ultimately combating unemployment. We accomplished this goal through the following objectives:

- Evaluate MSR’s methods of applying for donations and how they tracked these donors.
- Determine criteria, select, and implement a database for past, present, and future donors, so that MSR has a more stable funding management system.
- Identify potential local and international donors to expand MSR's funding support.

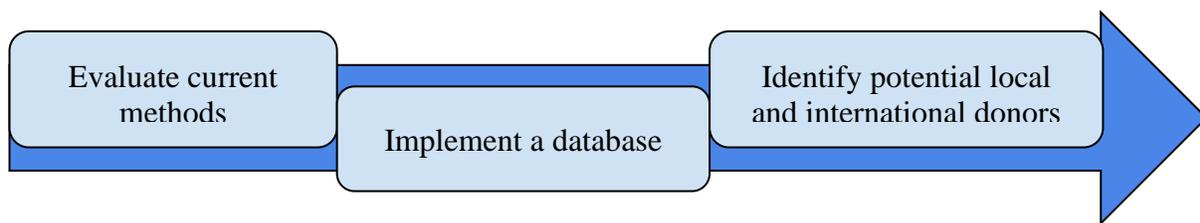


Figure 8: Flowchart of our Team’s Objectives

Figure 8 above shows the flow in which our team achieved the objectives. We created a set of methods to analyze how MSR attracted donors and the system they used as a database for existing donors. Our team also evaluated any issues with the existing system. This allowed our team to upgrade their system, to be more efficient and improve donor engagement. In addition to this, we then wanted to expand upon MSR’s current donors and add them into our new donor tracking system. To ensure we accomplished our goals, we followed the timeline in the Gantt chart shown in Figure 9 below.

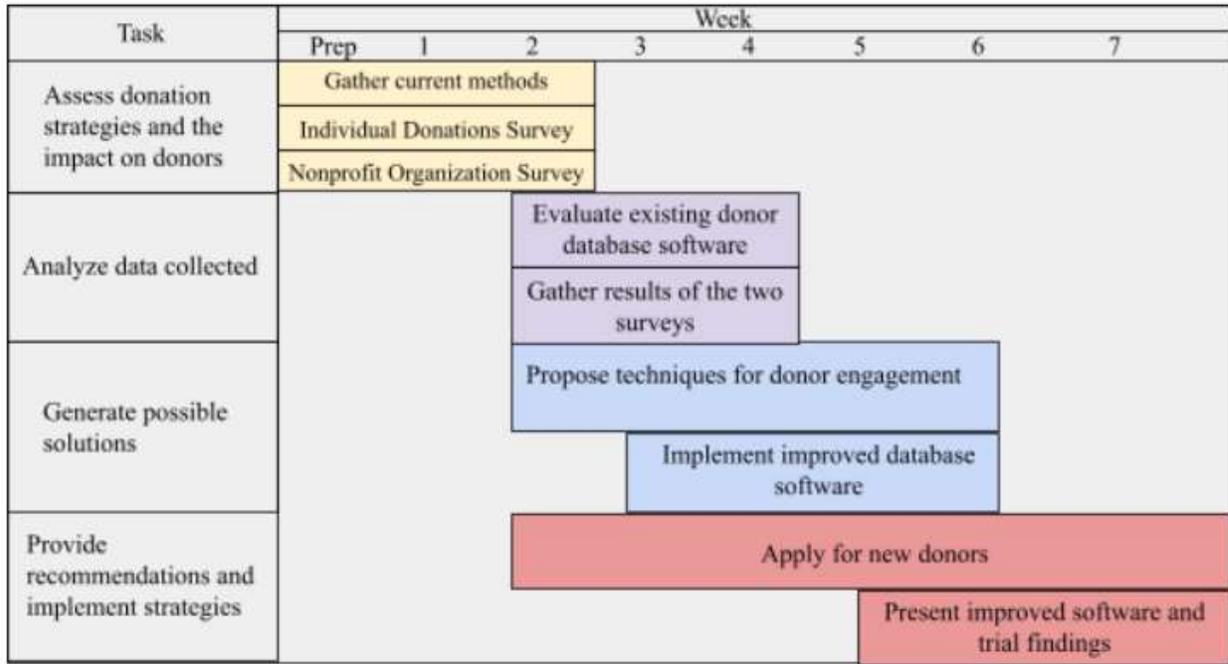


Figure 9: Planned Timeline of Tasks to Achieve and Expected Deadlines

3.2 Objective 1: Evaluate Current Methods on Applying for Grants and Mapping Donors

Our team needed to understand the current methods, so we interviewed MSR’s CEO to understand how MSR maps donors and expands donor support. We learned of the current donor mapping methods through interviews with key stakeholders of MSR. We also interviewed other nonprofit organizations to determine how their organization applies for grants and expands donor support. Our team then used the knowledge from other nonprofits to determine how we could improve MSR’s current methods.

3.2.1 Interviews with the CEO of MSR

The initial objective evaluated the current methods used by MSR to apply for grants and track donors. During the first week of the project, we scheduled an interview with the MSR CEO, Crystal Beukes, to understand how MSR finds new grants they qualify for. Our team interviewed Ms. Beukes because she is the most knowledgeable on MSR’s current operations. She informed us on how MSR currently finds new grants and donors. The questions we asked in this interview are in Appendix A. We asked questions such as how many donors does MSR receive annually,

how they keep track of these donors, and then if they would be open to changing this method. The interviews described the benefits and flaws in their current donor tracking system, allowing us to determine the aspects that needed improvement or change. While collaborating with Ms. Beukes, we determined the need to implement new customer relationship management (CRM) software that would meet MSR's needs as they expand donor support.

The time difference between Namibia and the U.S. made it hard to meet with Ms. Beukes regularly and have small texting conversations. When any small questions arose, we utilized Whatsapp to ask Ms. Beukes our questions and minimize time difference challenges. Our lack of experience working with nonprofits and grant writing posed another challenge for our team as we conducted the research. To become proficient in the subjects, we needed to further research and interview people with more knowledge on the subject matter.

3.2.2 Interviews with Nonprofits

Our team conducted interviews with nonprofits in the U.S. to gain further insights on what works well for their organizations. We gained new ideas on how MSR could improve their donor searching methods to increase efficiency from the interviews. Insight from nonprofits organizations was beneficial to our team's research efforts because they are more knowledgeable on grant searching and donor management. Specifically, we asked for information and techniques on how to attract and maintain donors. We also wanted to learn of any donor tracking systems that they may use that could be implemented for MSR. Their years of experience enabled us to help MSR in the most beneficial way possible so that MSR can operate efficiently and provide its services for years to come.

Our team conducted interviews via Zoom and recorded them for reference. Some challenges arose while we conducted our research, such as finding connections at other nonprofit organizations to help us in our research. It was challenging to make these connections with other nonprofits in Namibia. Specifically, due to the project's remote implementation, the only means of contact with any organization in Namibia was through email. Responses were limited as we did not hear back from the majority of organizations we sent the survey to. However, the feedback that we received, from those who responded is stated in the findings chapter.

3.3 Objective 2: Implement an Improved Donor Database

Our team discovered the desired features of a donor management system for MSR after reviewing MSR's current methods to map donors with the CEO of MSR and interviewing employees of other nonprofits. These features included ease of use, email marketing, data analytics and visualization, automated donor prospecting, donor engagement, and cost. We analyzed the software options discovered in the survey to nonprofit organizations based on these criteria and compared them to software options that we had already begun to analyze, such as ClickUp, DonorSnap, HubSpot, Benchmark One, and Salesforce. We compared these software options in Section 4.3.1 and Table 4. The successful implementation of an upgraded donor management software will allow MSR to connect with prospective donors and maintain contact with current donors. Overall, this new system should help increase the volume of people and organizations donating to MSR and encourage repeated donors to stay.

3.3.1 Current Software Options

Many online software platforms help nonprofits organize and expand their donor base, such as those we mentioned in Section 3.3. Many of these software options have a free trial of their platform, which allowed our team to determine each system's functionalities and features. By testing out each of these platforms with MSR, we increased their understanding of what software would be most advantageous. Our team needed to know how to use the software chosen for MSR to teach the employees how to use it and ensure the selection of the best software. Without a new software, MSR cannot organize, maintain, or interact with donors easily or effectively.

Since many of these companies offering software systems are based out of the United States, we contacted the sales department of each of these software options to determine the pricing and make sure they offered their services to nonprofits in Namibia. Pricing was one of the most important aspects that needed to be considered because of MSR's budgetary constraints. Therefore, when talking to the software sales team, we inquired about possible deals on pricing for a nonprofit located in Namibia. Another obstacle is that MSR does not have many employees and works with volunteers, highlighting a need to select software that is easy to learn and maintain.

We then compared these software options using a Pugh analysis to determine the best suited for MSR. To accomplish this, we determined the importance of each requirement by talking with Ms. Beukes and learning what features MSR wants most out of a CRM software. The analysis rated 5 being the most important and 1 being the least important. All the requirements listed in Table 4 have a baseline standard of 0; if the software option outperforms the baseline, the software receives a 1; if it meets the baseline, the software receives a 0, if the software does not meet the baseline standard then it receives a -1. Rankings for each software (-1, 0, 1) for each requirement are multiplied by the category's weight. Then we added the scores from each category to determine the overall rank score for each software. The results of this data can be found in Table 4 of Section 4.3.1.

3.3.2 Nonprofit Organizations Survey

Our team wanted to learn how other nonprofit organizations attract and track their donors and what software they use to manage these donors to expand donor support for MSR. Our team accomplished this goal by reaching out to nonprofit organizations via phone and email to contact the employees in charge of donor management for each nonprofit. Employees filled out a Qualtrics survey (shown in Appendix B) sent to them via email. It consisted of 19 questions and covered topics from how many donors the organization receives annually to the methods they use to track these donors. About 100 nonprofit organizations received the survey in hopes of getting about 30 responses. We created a research script and consent letter to attach to the surveys as seen in Appendix C which was used to gain consent from respondents and inform them on how their responses would be used.

We considered that different nonprofit organizations have different needs, so if a software fits one organization's needs, it might not do the same for MSR. If an organization that filled out the survey mentioned using any of the software we already investigated, we reached out for a possible interview. The surveys and interviews helped us better understand the available software options and what organizations liked or disliked about them. The survey responses and interviews with nonprofit's employees were key to our research since they were more knowledgeable on donor management than we are. Our team analyzed any new software discovered through the survey using the criteria described in Section 3.3.1 above. Their insight allowed us to select the best software options to present to MSR employees for potential use.

3.4 Objective 3: Expand MSR's Donor Support

Our team planned on using databases, two different types of surveys, and interviews with other nonprofits and WPI's Division of University Advancement to develop strategies needed to expand MSR's donor support. The purpose of these interviews and surveys was to gain more knowledge on what attracts donors to nonprofit organizations and how to create repeat donors. Our team wanted to learn how organizations do this for both grant donors and private individual donors. By identifying how other organizations have successfully engaged these two major donor sources, we can apply these strategies to MSR. This, in turn, generates more local and international donations and increases the impact MSR has on the community. New donors are essential for the survival of MSR, since MSR currently lacks funds to cover operational costs and continue training services for all of its members. If these expenses cannot be covered, MSR is at risk of closing. Without the presence of MSR in Windhoek, many individuals will not have access to MSR's resources and networking, highlighting the severity of MSR's current situation.

3.4.1 Expanding Support from Organizations

Many nonprofit organizations rely on support from other organizations and businesses that donate money and resources. The grants vary in size and have strict criteria on the causes they help in addition to location restrictions for recipient organizations. Other organizations may be willing to donate items such as office supplies, equipment for workers in the trades, food items, toys, etc. Large corporations and organizations enjoy giving back to the community through any additional means they have available. Nonprofits often ask these organizations for gifts and receive additional support for their cause. These groups of people are essential in providing larger quantities of money to nonprofits. To determine how to increase support from large corporations and businesses, we surveyed other nonprofits and utilized grant search engines to connect MSR with prospective grantors.

3.4.1.1 Nonprofit Organizations Survey

As we explained in Section 3.3.2 and seen in Appendix B, we used the surveys of nonprofit organizations to gain insight into how they raise funds and where these funds came from private donors, grants, crowdfunding, or charity events. We mainly used these surveys to connect with other organizations and briefly overview on how they operate behind the scenes. If our team

received any responses that piqued interest, such as similar operating size or the organization receiving many grants each year, we conducted interviews to gain more insight. Sample interview questions can be found in Appendix D. We learned more about how their organization locates grants and writes grant application letters based on their responses through these interviews. The knowledge and experience we gained from surveying and interviewing nonprofit organizations were valuable in determining the best methodology for expanding MSR's donor support.

As we previously explained, our team faced challenges receiving responses from the nonprofit surveys because we did not have relationships with many organizations. We were also limited to gathering most of the responses from U.S. organizations, making it challenging to implement certain strategies for MSR in Namibia. We could not make contact with many Namibian nonprofits because we were not in Namibia to interact with them.

3.4.1.2 Grant Search Engines

To add to MSR's donor support from larger businesses and corporations, we used grant search websites such as Foundation Directory Online, GuideStar, and grants.gov. These tools are an excellent resource for grantors and nonprofit organizations to connect. Our team used MSR's criteria and needs to find grants that MSR is eligible to apply for, thus ensuring the best chance of being awarded a particular grant. The websites also allow grantors to search for registered nonprofit organizations to award money to. Adding MSR to these websites will increase their presence worldwide and be easily connected with potential donors. We looked into nonprofits with similar causes as MSR and then at what organizations or groups were making donations to these nonprofits in the past and contacted these groups about potentially donating to MSR. As shown in Appendix E, we constructed a sample writing proposal to send to these organizations in hopes of gaining funds. The sample form can be used for many years to come, changing certain aspects to make it specific to the recipient organization. The form makes it easier for MSR to apply for grants in the future.

Our team encountered challenges when finding grants and donors. Grants are listed at certain points in the year and have deadlines, creating a finite number available during the project term. Furthermore, grants are typically categorized by location and cause. Since Namibia is not a well-known country, there are fewer grants available compared to other countries. Also,

MSR's cause falls under the category of employment, a grant category that is not in high demand. Most grants, especially those to Namibia, are focused on health care, specifically the fight against HIV/AIDS. MSR was therefore limited to the number of grants that they were eligible to apply for during our project timeline. By registering MSR to websites that connect donors to nonprofits, MSR will be easily alerted about grants that they qualify for as they are listed. They also can connect with organizations that do not have specific grants to be applied for but are still willing to donate to MSR's cause.

3.4.2 Increasing Support from Individuals

Not only are grants important, but we must also target private individuals to help expand MSR's donor support. Individual donors' importance cannot be understated; multiple individual donors can have the same financial impact as a single foundation or corporation. Therefore, our team needed to understand what incentivizes individuals to donate to a nonprofit to expand support from individuals. In order to accomplish this, we sent out a survey to private individuals that donate to nonprofit organizations. Additionally, since many individuals in Windhoek do not possess extra funds to donate, we focused on contacting wealthier individuals in the surrounding areas of MSR's location and businesses associated with tourism. Our team targeted the wealthy population of Namibia and wealthier individuals from around the globe.

Since we were not in Namibia, it was especially challenging to build connections within the Namibian community that would have allowed us to expand donor support. Usually we would have met with and spoke to individuals and businesses located in Namibia to share MSR's mission and their need for support. This would have increased awareness for the project and MSR, which would have led to increased community support. Our team struggled to build connections remotely, especially in a country with an unfamiliar culture, thus making it quite a challenge for us to expand donor support locally. Despite the challenges we faced, we were still able to expand donor support from individuals, as discussed in Section 4.5.

3.4.2.1 Survey of Individuals

In the first week of the project, we distributed an additional survey via email and social media to private individuals who donate to nonprofit organizations. The survey (available in Appendix F) consisted of ten questions and covered topics such as the methods by which the person donates to

the organization, why they chose that organization to donate to, and how the organization interacted with them afterwards. We had few ethical concerns with the surveys because they did not ask for personal information, and we did not distribute them to or accept them from individuals under eighteen. We made sure to attach a research script and consent letter as seen in Appendix C which was used to gain consent from respondents and inform them on how their responses would be used. Taking these precautions eliminated the concern of interviewing minors and the concern of releasing respondents' private information. From this information, we came up with a plan to attract more individual donors to MSR and determined a follow-up strategy to interact with donors post-giving. This strategy helped us expand MSR's financial support as well as ensure their mission is shared with individuals worldwide.

Our team anticipated to receive about 100 responses from this survey and exported the collected responses into Microsoft Excel to help organize and analyze the categorical data. Having a large number of quality responses helped us perform a robust analysis. We identified trends to help us understand how to move forward with accomplishing the objective. Our team also created charts and graphs to show the data for easy interpretation as seen in Section 4.5.

3.4.2.2 Interviewed the WPI Division of University Advancement

In addition to the surveys, our team interviewed Donna Stock in the WPI Division of University Advancement (Appendix G) to learn more about charitable giving and receive advice on the best ways to keep donors engaged. The Office of University Advancement is very experienced with managing a large volume of donors and keeping them engaged to receive funding for years to come. In this interview, our team inquired about the methods that WPI uses to attract new donors and keep existing donors engaged. We hoped to gain advice on how to follow up with donors to ensure they donate to MSR again in the future. We learned new strategies such as writing thank-you letters and a timeline on when to send them to people who have donated through this interview.

3.5 Summary

We aimed to complete three objectives to improve MSR's donor support and engagement with their donors. First, we evaluated MSR's current means for engaging, mapping, and visualizing donors. To do this we conducted interviews with Ms. Beukes and compared their current

strategies to other possibilities. Secondly, we determined criteria for a donor database, investigated various options, selected, and implemented this system to replace MSR's current one. To find the best fit donor database, we produced a survey for nonprofit organizations to gather what CRM software they currently use and its pros and cons. Finally, we expanded MSR's donor support both from individuals and corporations. We accomplished this through a survey to individuals, one to nonprofit organizations, and interviews with employees of other nonprofit organizations. From these, we learned donor engagement strategies and tips to increase chances of receiving grants. Overall, by accomplishing these three objectives, MSR's funding will expand and they will be able to serve Namibia's unemployed population for years to come.

IV. Findings

Overview of Findings

Through interviews, our team learned about MSR's methods for tracking and engaging with donors and how they search and apply for grants. MSR uses Microsoft Excel, which currently fits their needs. As the organization grows, a customer relationship manager (CRM) software will be more efficient and easier to use. We interviewed and surveyed other nonprofits to learn about CRMs and the advantages and disadvantages of their system. Our interviews with other organizations also highlighted the importance of donor engagement. Our findings suggested MSR should contact donors monthly to thank them for their contribution or share newsletters containing organizational updates. The strategy will maintain a relationship between MSR and donors so that they are more likely to support MSR for years to come.

Another aspect to increase MSR's funding is through grants. Our team found a list of grants MSR is eligible to apply for, the requirements to become eligible, and search engines MSR can utilize to find grants in the future. We also wrote a sample grant letter that can be easily customized for the recipient organization or corporation. Our team discovered that MSR has not obtained the 501(c)(3) approval, which almost all corporations require for charitable funding from the US.

4.1 MSR's Current Donor History and Means of Tracking Donors

Our team discussed, mapped, and analyzed the background on the past donors of MSR for common occurrences in industry, donation size, length of time donating, etc. through an interview with CEO Crystal Beukes. Understanding the background of past donors for MSR aided the search for future donors. We also learned how MSR uses Excel to keep track of their donor history. In the interview with Ms. Beukes, she provided information on MSR's strategies to find grants and corporations to reach out to for funding. Additionally, she described the donor follow-up plan MSR implements. These interview notes can be found in Appendix H.

4.1.1 Use of Excel

MSR uses Microsoft Excel to organize its budget, grant and donor applications, and previous donors (Beukes, 2021). Using Excel is a systematic method to organize data, especially since it is already available to MSR and the employees understand how to operate it. The Excel document includes correspondence, payments, contact information, important notes about the donation type, and other miscellaneous information for each donor for both the Windhoek and Swakopmund offices (Beukes, 2021). An example spreadsheet is provided in Figure 10. The applications are color coded to show if the application was received, successful, pending or declined. Additionally, each application contains the organization's name, contact person and information, proposed funding item, amount, and the outcome. There are different Excel files for each fiscal year, meaning that new files must be created, and information is copied from the previous document or added as new applications arise. Our team found that using Excel to map MSR's donors is effective since there are so few, but as MSR's donor support grows, Excel will become increasingly difficult and labor intensive to use.

Company	Contact person	Contact details	Action	Proposed funding item	Proposed amount	Telephone	2018	2019
Company X	Contact Person's Name	contactdetail@owner.com	Phoned, email sent for meeting request. Meeting approved for 05/02/'18. Proposal submitted on 06.02.2018 plus quotations.	Vocational training	XYZ	1234567	XYZ	
Company Y	Contact Person's Name	contactdetail@owner.com	phoned, advised to email letter. Response:Late to apply for 2018 funding, requested to re-apply mid year. Follow up was made. NLT offered to support 40 MRS members for needlework and computer training.	Needlework and computer training	XYZ			
Company Z	Contact Person's Name	contactdetail@owner.com	Proposal submitted	MSR training and operations	250,000	1234567	XYZ	XYZ
Company XY	Contact Person's Name	contactdetail@owner.com	MSR training & Operations			1234567		XYZ
Company YZ	Contact Person's Name	contactdetail@owner.com	Meeting requested 13.6. and again on 3.7. They will start scheduling from 10.7. Meeting requested again on 22.7.			1234567		
Company XZ	Contact Person's Name		Meeting requested 11.6. called, email sent on 13.6. Called again on 18.6.	training		1234567		Letter handed in persona
		Corporate						

Figure 10: An Excerpt from one of MSR's Excel Spreadsheets

Using Excel is effective and comes with no additional cost to MSR, but it requires time and labor to update it continuously. Additionally, files cannot be easily searched when they are across multiple pages or documents. In addition, Excel does not have filtering capabilities making it hard to separate large donors from other small donations. Filtering is an important feature as it will allow MSR to market to different donor audiences easily. Viewing, editing, or organizing information in Excel is difficult and time intensive. A CRM will increase efficiency in this process.

4.1.2 How to Locate and Apply for Grants

After interviewing Ms. Beukes, our team discovered that Namibian organizations find most grants and corporate donors by word of mouth. Similar organizations communicate with each other about what grants they have heard about, applied for, or have been awarded in the past. An example writing piece MSR sent to the Red Cross Namibia can be found in Appendix I. Ms. Beukes will also give a presentation if requested to inform a donor of MSR's background, the impact they make, and future plans.

Ms. Beukes also informed us that potential donors, both corporations and individuals, learn about MSR through other nonprofit organizations, friends and family, and flyers that MSR sends out. An example flyer is shown in Figure 11. This system is typical in Namibia due to the lack of widespread access to smartphones or the internet. Namibians rely on verbal communication to share their missions and discover new opportunities.



Figure 11: Sample MSR Informational Flyer

4.1.3 Current Donor Follow-Up Plan

MSR's donor follow-up plan is simple and does not consist of much further contact with the donor post-donation. Once MSR receives a gift, they contact the donor, usually through email, to give their thanks and send the necessary tax forms for tax deductions. MSR later contacts the donor to thank them for their previous donation. With MSR's small staff and large needs, this is all they can manage at this time and all they need to do since their funding mainly comes from large corporations. The current process lacks the steps to make a donor feel appreciated and engaged. As funding expands to more private individuals, it is important MSR follows up with them more frequently and highlights the importance of their donation and its impact on their members. This will allow donors to feel more involved in the cause. Unfortunately, at this time, MSR is too understaffed to send custom emails to each donor regularly; their focus lies on more critical operational tasks. As our team establishes a CRM software, these interactions will become automated and streamlined, making it a more manageable task for MSR's employees.

4.2 Nonprofit Organizations Donor Engagement

Our team conducted interviews with other nonprofit organizations such as African Community Education, On the Rise, and the WPI Office of Advancement, to better understand how established organizations engage with donors and navigate grants. Search engines, government websites, and word of mouth are all different methods that help locate grants. Also, we discovered effective strategies and practices to engage donors to maintain and increase participation.

4.2.1 How Nonprofits Locate and Apply for Grants

Our team interviewed the grants manager, Amy Corneliussen, at African Community Education (ACE) to determine how ACE locates and applies for grants as a nonprofit organization located in the United States this can be found in Appendix J. Understanding how a nonprofit goes through this process was essential for our team to formulate the best plan to increase grant funding for MSR. Also, because MSR wants to obtain more global funding, we thought it would be best to understand how organizations similar to ACE reach U.S. grants and funding. We determined that many organizations based in the U.S. utilize grant search engines such as grants.gov, Foundation Directory Online, and GuideStar to locate grants. The method ACE uses

differs from the previously described method that MSR uses, seen in Section 4.1.2, which mainly consists of networking and word of mouth tactics.

From the interview with Ms. Corneliusen, our team discovered new ways to search for grants. These tactics included online searches utilizing keywords related to grants and looking at funding reports of organizations with similar missions as MSR. Another tactic is to sign up for as many email notifications from databases including GuideStar and Foundation Directory Online so MSR will be alerted when a new grant is available. Ms. Corneliusen advised applying for 3-5 grants every month, so the organization applies for a total of about fifty grants each year. It is important to search for grants often so as not to miss any opportunities. An organization should focus on a few grants at a time so that they are not spreading themselves too thinly, increasing the likelihood of receiving that grant. Additionally, Ms. Corneliusen shared tips on writing grant proposals. She told us there are three main sections we could write for MSR to use for most grant applications: background, statement of need, and the sustainability statement. She provided us with their writing piece for us to use to construct one to be used by MSR. Our sample grant writing piece can be viewed in Appendix E. By providing MSR with this writing piece, they will be able to apply for grants quickly.

We also discussed with Ms. Corneliusen our team's difficulties accessing U.S. grants due to the lack of obtaining 501(c)(3) status. She informed us that about 99% of U.S. grants require this, but there is a way to gain money from the U.S. without it. An organization can obtain a fiscal agent or a partner organization with a 501(c)(3) to obtain U.S. funding. ACE does this for another organization in Worcester called Crocodile River Music. ACE can apply for the grant from Crocodile River Music, but they are legally responsible for making sure Crocodile River Music uses the money correctly. ACE takes a 6% cut of any grant they receive for Crocodile River Music. This cut can range from 5-10%, depending on the fiscal agent. To pursue the fiscal agent process, both organizations should hire a lawyer to ensure fair distribution of funds. Most fiscal agent relationships exist between organizations with similar missions.

In our interview with Dr. David Jordan from Seven Hills Global Outreach, interview notes found in Appendix K, we learned that it is best for an international organization to partner with an organization from the U.S. if they would like to obtain funding from the United States. Nearly all U.S. funders require 501(c)(3) status, and to receive this status, a nonprofit organization must be benefiting the U.S. in some way. This requirement makes it nearly

impossible for MSR to obtain 501(c)(3) status. Like Ms. Corneliussen, Dr. Jordan recommended MSR partners with a U.S. organization to get funding from the United States.

Dr. Jordan left us with one more valuable piece of advice, stating that “charity is not sustainable.” Nonprofit organizations cannot solely rely on the generosity of others to stay afloat and must have a source of sustainable income. Dr. Jordan’s suggestion for the sustainable income source is to generate a for-profit business where the profits would directly help MSR. This business must be established based on a need of the local area to succeed. Dr. Jordan helped many of his partner organizations do just this, and these organizations have benefited financially.

4.2.2 Donor Engagement Plans of Nonprofits

Our team found the most common and successful strategy on how MSR can engage and maintain donors through interviews conducted with employees at other nonprofit organizations. These organizations included Seven Hills Foundation, WPI’s Office of University Advancement, ACE, and On the Rise. The notes for each interview can be found in Appendices K, L, M, and N, respectively. We discovered various strategies other organizations use to keep donors engaged and become frequent and reliable donors. Many of the interviews built off each other and shared very similar recommendations. Mrs. Stock from the WPI Division of University Advancement recommend this simple and successful donor follow-up plan:

1. Send an immediate thank-you email with the attached legal documents.
2. Within two weeks of donating, call or send a more personalized email to the donor thanking them again.
3. Further contact may be made to thank again based on the size of the donation received.
4. Send regular organizational updates on how their donation impacts individuals.
5. A few months or so later, ask for another donation.

Each interviewee stressed the importance of spending the first few interactions (steps one through four) on thanking them and sharing their impact, not asking for another donation. Engaging with a donor only to ask for money does not encourage a donor to continue giving but would rather push them away. Each nonprofit employee informed us that the request for more money should not occur until a solid relationship has been built with the donor.

We learned from Mrs. Sandler of a two-pronged approach to appeal to both new and recurring donors: appealing to the head and the heart. Appealing to the head means sharing more logistical information on the work done by an organization while appealing to the heart means aligning the donor's values with the cause and sharing how their help can make a difference in someone's life. Appealing to the head can be achieved using graphs, charts, and information on how MSR impacts the community and changes peoples' lives. Appealing to the heart is achieved through testimonials of members where the donor sees how their donation impacted a person's life.

This technique can be used to generate newsletters and thank you notes to be sent to donors. Newsletters with organizational updates are extremely important parts of the donor engagement plan. They make donors feel valuable since they learn how their money helped the organization. It reminds the donor that their gift made an impact and ultimately encourages them to donate again without explicitly asking for money. An example newsletter sent by ACE to their donors can be found in Appendix O. In terms of writing thank you-letters, our interviews highlighted the effectiveness of personal notes from one of MSR's members, sharing how MSR has helped them succeed. ACE accomplishes this by having the children sign the letter and write a little thank-you note below the organization's thank you. An example thank you note from this organization can be found in Appendix P. Doing this connects donors to the recipients, appeals to their heart, and encourages them to keep donating.

4.3 Management Software

Upon creating a list of potential CRM software options, we first watched demonstrations of the five software packages so that we understood the functionalities of each. We then conducted a Pugh analysis to narrow down the selections into the three final choices. Ms. Beukes then selected two of these options for our team to test. After conducting the trials for each software, we again presented and walked through them with Ms. Beukes to make the final CRM software selection.

4.3.1 Commonly Used CRMs

Through the nonprofit survey, our team discovered a few more CRM software options such as Kindful, Classy, and DonorPerfect. Our team contacted the sales teams of each software to first

verify availability in Namibia and then determine nonprofit pricing. If the software was not available in Namibia, it was no longer a viable option, and we did not further assess it. These software options included Bloomerang, DonorPerfect, and BlackBaud. MSR has a tight budget and is a small nonprofit, so if the software cost thousands of U.S. dollars annually, it was no longer a reasonable option to present to MSR. We investigated DonorSnap, Donor Perfect, Benchmark One, but we removed them as options due to MSR's budget restrictions. Unfortunately, this eliminated the additional software options discovered through the survey. We made sure to note any CRMs that are currently not affordable by MSR so that when MSR grows financially and can upgrade their platform, they have options.

Our team analyzed different types of CRMs on the market to determine the optimal platform for MSR. The different CRMs are HubSpot, DonorSnap, ClickUp, Benchmark One, and Salesforce. Through a Pugh Analysis as shown in Table 4, we found HubSpot, Click Up, and Salesforce to be the three options to present to Ms. Beukes. These three options were selected due to their Pugh analysis overall rank scores being 21, 18, and 15. The other options, DonorSnap and Benchmark One, yielded scores of 6 and 4. The gap in scores from the top three options was so significant that we decided to only continue pursuing the top three options.

Table 4: Pugh Analysis Software Selection

Donor Mapping Software Requirements	Weight	Software Options				
		HubSpot	DonorSnap	Click Up	Benchmark One	Salesforce
Annual Cost	4	1(4)	-1(-4)	0(0)	1(4)	0(0)
Customizability	1	0(0)	1(1)	1(1)	-1(-1)	1(1)
Limitations	2	0(0)	1(2)	0(0)	-1(-2)	1(2)
Ease of use	5	1(5)	-1(-5)	1(5)	1(5)	0(0)
Email Marketing	5	1(5)	1(5)	1(5)	1(5)	1(5)
Email and Newsletter Templates	4	1(4)	1(4)	1(4)	-1(-4)	1(4)
Automated Reports	3	1(3)	1(3)	1(3)	-1(-3)	1(3)
Rank Score	24*	21	6	18	4	15

*highest possible rank score

4.3.2 Trial of the Best CRM Option for MSR

Our team presented the top three CRM options, determined from the Pugh analysis, to Ms. Beukes so that she could select options for us to evaluate further. Our team presented relevant information on how HubSpot, ClickUp, and Salesforce can help MSR, and we showed her our Pugh analysis for these three options. Ms. Beukes decided that she wanted us to move forward with signing up for HubSpot and seeing how it would function for MSR. We then started to learn the functionalities of the software so we could present a more in-depth demonstration to MSR employees. The trials allowed us to determine the advantages and disadvantages of the system. We needed to understand how to use the system so we could later train MSR staff.

The benefits of HubSpot are the easy email marketing platform, multiple user access, customizable dashboards, the ability to create and track deals, and pre-made reports. HubSpot

also easily integrates with Outlook and WordPress, which MSR already uses. The integration with WordPress, the website account, will allow us to create a form on the website for individuals to sign up for newsletters and automatically add their contact information to the HubSpot account. In addition, HubSpot has a free option that can also be upgraded to a paid subscription containing additional features as an account grows. This is a great feature as MSR would not have to learn a whole new system as their organization grows, requires more features, and surpasses its limitations.

The downsides to this CRM software included a 2,000 email per month limit, a limit to five user-created templates, and the inability to create custom reports. In the future these features, and limits can be unlocked if MSR upgrades to a paid subscription. The user also must manually sort contacts or add them to specific lists based on their preferences or interactions with MSR. This can be a time-consuming task for MSR's employees as they are currently understaffed. HubSpot has filtering capabilities which enables different groups of contacts to be reached at a time without having to send emails out to all contacts, which helps to customize the donor follow-up plan. For example, MSR staff can filter contacts based on donation size, or whether or not they were a repeat donor. Additionally, HubSpot uses different terminology than other software options. Instead of individuals being listed as donors, they are entered as contacts. Additionally, their donation is termed a "deal" and the same is true for grants. Differing terminology is a minor disadvantage and is easily solved with appropriate training of MSR employees and through experience working with the software.

4.3.3 Final Selection of CRM

After we presented all the findings of the HubSpot trial to MSR's employees, they selected HubSpot because it is free, with the option to upgrade as MSR grows. HubSpot's free version covers all the current needs of MSR and would allow them to engage with donors more easily. The MSR team eliminated the other software options due to their costs and MSR's budgetary restraints.

4.4 Expanding Support from Corporations

In this section, our team delves into the methods MSR can employ to increase funding from corporations. Corporations can help MSR by donating large sums of money compared to

individual donors. The other advantages of having corporate donors for MSR includes having a steady annual income source which helps to provide long-term stability, thus allowing MSR to cover larger, long term costs.

4.4.1 GlobalGiving Application

Our team researched many ways in which we would expand donor support from corporations worldwide. One of these methods was to set up a profile for MSR on the GlobalGiving website. GlobalGiving is a website that helps connect nonprofits with donors and companies. The application required Articles of Association, audits from the past two years, annual budget documents, and a nonprofit registration certificate. This application could be completed during the project because it did not require a 501(c)(3) status.

4.4.2 Legal Form Application Process

As mentioned previously, the process of increasing corporate donor support internationally involved numerous applications such as the 501(c)(3). The 501(c)(3) application costs \$600 and includes a 1023 form that is 40 pages long. The information required for the application includes being a recognized trust, corporation, or association, a description of the organization's structure, a copy of the organization's founding document, etc. MSR is unable to file for 501(c)(3) status because they do not benefit the U.S. in any way. To bypass this, a fiscal agent can be utilized. MSR would partner with an organization that has 501(c)(3) status and would contain a legal contract between the two parties. MSR also needed an NCAGE¹ and DUNS² number to qualify for a 501(c)(3). They already had the DUNS number and the NCAGE was requested and received early in the timeline of the project.

4.4.3 Grant Letter Application

Another method to obtain more funding is through applying for grants. Applying for grants not only requires the legal processes mentioned above but also requires written application letters. We interviewed Amy Corneliussen at African Community Education (ACE) to learn their methods described in Section 4.2.1. We wrote an effective sample grant letter for MSR to use

¹ NATO Commercial and Governmental Entity

² Data Universal Numbering System

when reaching out to corporations for grants. The sample grant letter can be found in Appendix E. Certain sections of the letter include areas for information specific to the individual grant. For the sections in brackets, the information can be updated and modified with each new grant application. All other parts do not need to be changed, making it more efficient for MSR to apply for grants.

Our team researched Foundation Directory Online, grants.gov, and Grant Forward to look for organizations and companies that give grants. The list of these organizations that we found for MSR to reach out to can be found in Appendix Q. We suggested to MSR to contact five of these corporations a week until they have gone through the entire list. The list contains grants within Namibia, Europe, and the United States. Those from the United States would require the fiscal agent partnership to be eligible.

4.5 Expanding Support from Private Individuals

Through surveying private individuals and interviewing nonprofits, we found that expanding donations to private individuals is critical to the long-term financial growth of MSR. Many small donors can be as impactful, if not more impactful, than a few large grants. Some methods to promote individual donors include making it easier to donate, sharing the mission of MSR, and engaging donors after receiving a donation. MSR employees can also subscribe to websites that act as a database to locate donors. Additionally, using a CRM that offers organization of contacts will be beneficial in email marketing campaigns to expand the reach of MSR.

We had 130 responses to our private individual survey. A little over 95% of respondents said that they had donated to nonprofit organizations in the past. Most respondents were between the ages of 18-33 and 50-65 years old. The survey mainly reached our peers, parents, and family friends. Since these groups of people may not accurately depict the general population, the statistics from surveying them also may not accurately depict the decisions and preferences of the general population. Figure 12 displays the breakdown of the age range of respondents.

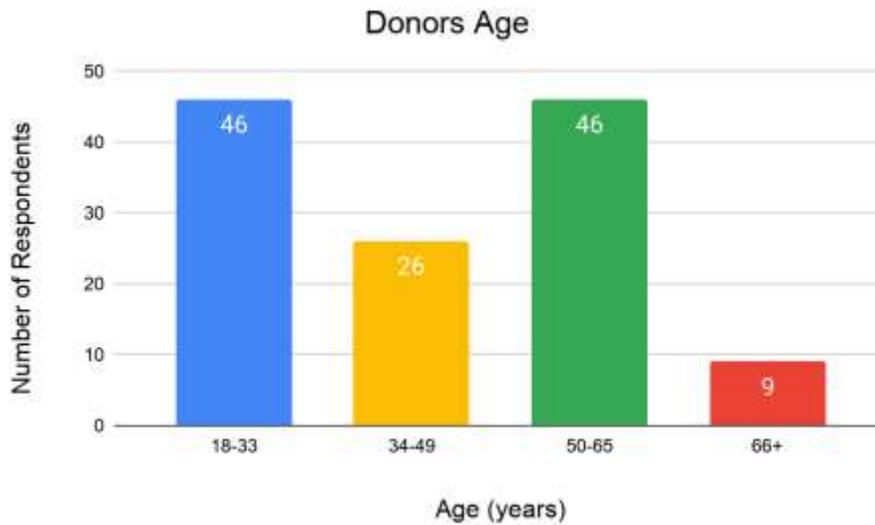


Figure 12: Graph of the Age Brackets of Private Individual Survey Respondents

Additionally, we were interested in knowing what causes these individuals were most likely to donate to. We asked them to rank the following categories one through seven with one being most likely and seven being the least likely to donate: homelessness, unemployed population, animal welfare, hunger, foundations trying to cure illness, childcare, and poverty. Through this, we found the causes people were most likely to donate to were hunger and homelessness, while the least likely causes were animal welfare and the unemployed population. The causes were ranked from one to seven with one being the highest and seven being the lowest. Table 5 displays the average ranking of these causes and their respective standard deviations. The standard deviation shows the variability of the data points and since each is roughly two, each data point is within two of the average ranking.

We realized from these results that we should better expand upon MSR’s mission explaining that MSR helps more than just the unemployed population and use other words to describe MSR’s work to make them more likely to gain donations. MSR ultimately helps with homelessness and hunger by providing resources to individuals so they can secure a stable form of employment. Using keywords like job training, educational resources, and empowering underserved populations should increase the chances of receiving donations.

Table 5: Ranked Categories of Most Popular Causes to

Causes	Average Rank	Standard Deviation
Hunger	2.92	1.37
Homelessness	3.27	1.71
Curing Illnesses	3.34	1.95
Poverty	4.16	1.85
Child Care	4.18	1.86
Animal Welfare	4.78	2.21
Unemployed Population	5.35	1.73

4.5.1 Why Individuals Donate to Nonprofits

From our private individual survey, we drew some beneficial conclusions to expand donor support from individuals. We learned how individuals find nonprofit organizations to donate to, the factors donors consider when selecting a nonprofit organization, and how people most often donate. We needed to understand how people found nonprofit organizations to donate to so that we could market MSR in the best way possible and increase their overall following. Figure 13 displays a bar chart that shows how individuals come across nonprofit organizations where the respondent could select multiple options. The other category included personal research, grocery stores asking for donations, or personally volunteering for the organization. Social media and word of mouth are the most common ways to come across nonprofits, so it is essential to increase MSR’s social media presence and have current supporters share MSR’s mission. Another 2021 MSR Interactive Qualifying Project team helped increase MSR’s social media presence and update their website: key items for attracting new donors.

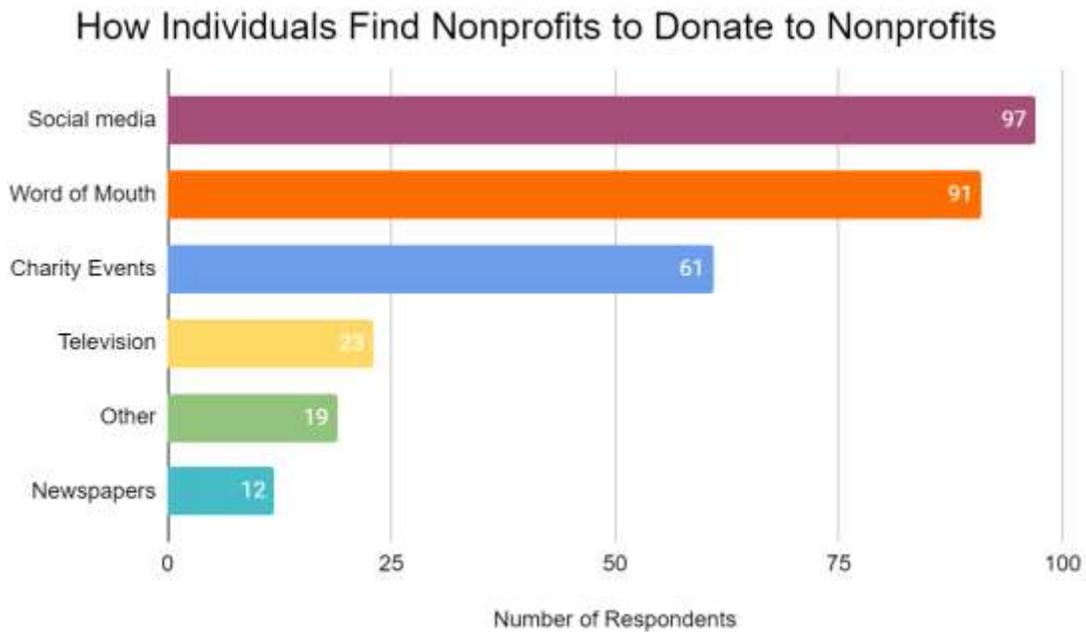


Figure 13: Chart Displaying How People Discover Nonprofit Organizations

Through the survey, we discovered the most important factors that respondents considered when choosing an organization for donations. The 130 respondents could select multiple answers to this question and its results can be seen in Figure 14. The most important factors people consider when donating to a nonprofit organization are the organization’s cause and seeing the impact the donation made on an individual. In contrast, the organization’s mission statement and a tax deduction were the least important considerations. Knowing the most important factors allowed us to market MSR by the most attractive method; we knew to focus on better highlighting MSR’s cause and sharing the impact a donor has made on MSR’s members.

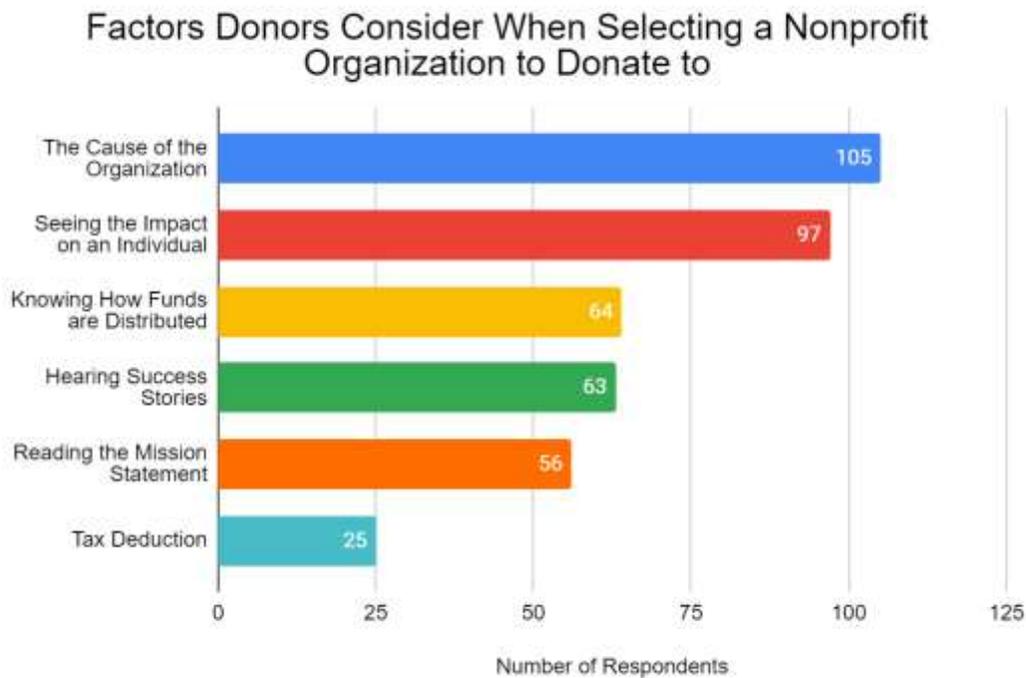


Figure 14: Chart Displaying the Factors Individual Donors Consider when Selecting a Nonprofit Organizations to Donate to

Learning about the most popular methods used to donate enabled us to implement these techniques for MSR and make donations easier for donors. Figure 15 displays the survey results. Most individuals donate with direct cash or check which does not include credit card, while people least often use crowdfunding sources such as GoFundMe. Individuals that responded “other” mainly included responses like volunteer time or donating goods rather than money. Other common donation strategies discovered through the survey included dollar round-ups at grocery stores or pharmacies, charity events, and website donation portals. Unfortunately, in Namibia, the dollar round-up option is not as feasible as in the United States because the average Namibian does not have any expendable income, according to Ms. Beukes. Hosting a charity event based in Namibia is challenging since many donors who have the and can donate are outside of Namibia, making it harder for MSR to create the right platform to host this event. We considered suggesting an online charity event for their donors once MSR has a more established following and more employees to plan an event like this. These popular options are not currently feasible for MSR, stressing that a donation portal, or way to donate by credit card, is essential for immediate donations.

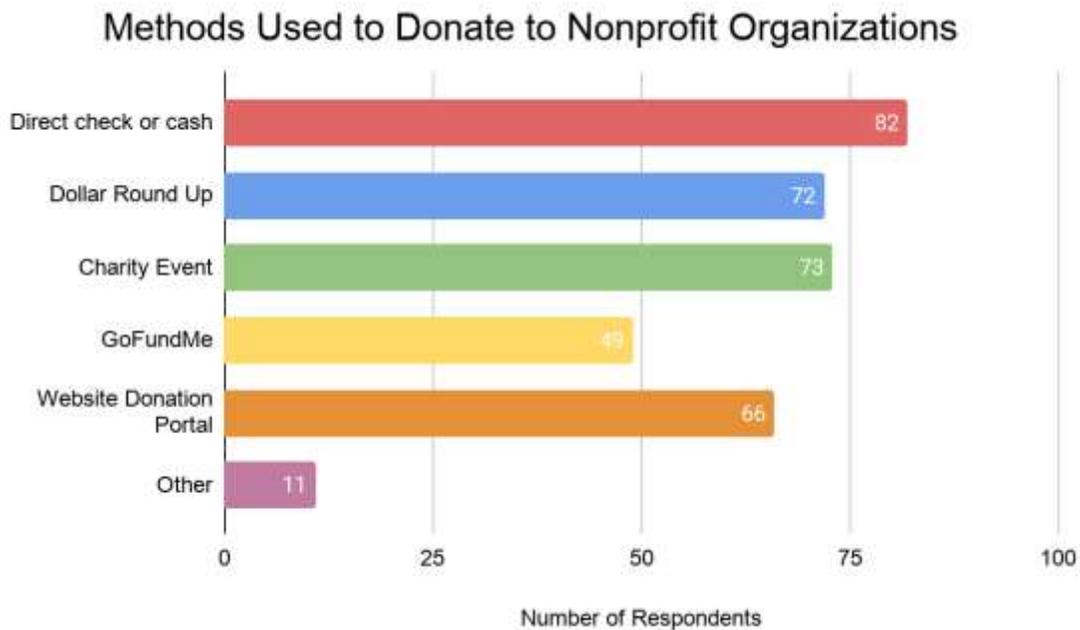


Figure 15: Chart of the Methods Individuals Used to Donate to Nonprofit Organizations

4.5.2 Donor Engagement Plan

Of those who donated to nonprofit organizations, more than 75% received thank-you notes from the organization and two-thirds of respondents said they were sent organizational updates after donating. The frequency at which donors received these updates varied nearly equally between monthly, quarterly, and annually, while very few received weekly updates. Also, 65% of respondents stated that organizational updates would encourage them to donate again. Knowing this information, we made various sample thank-you letters and a template newsletter for MSR to send out after receiving donations.

Our team interviewed employees at other nonprofit organizations and with the WPI Division of University Advancement to determine how they successfully thank their donors and share their organizations' mission. Many patterns emerged while conducting these interviews such as ensuring the donor knows the impact they made on an individual, how their donation helped the organization, and sharing member success stories. It is crucial that thank-you notes are as personal as possible, and when achievable, to include a personal note from a member

whom MSR helped. Phone calls are also a very effective way to keep donors engaged and show an organization's appreciation for their donation.

4.6 Findings Summary

Through various interviews, surveys, and our own online research, our team learned valuable information to help expand MSR's donor support and accomplish our three objectives. Our major findings are listed below:

- Many small donors can be as significant as a few large donors.
- It is critical to follow up with donors and share how their money has made an impact.
- Grants should be searched for frequently and use various methods to do so.
- Focus on applying to a few grants at a time so each application is meticulously completed.
- It is important to use the CRM so the full potential of the software can be reached i.e. having all donors contact information in well help with donor engagement

If MSR utilizes these findings they will be able to help grow support and increase their impact on the unemployed population.

V. Conclusion and Future Recommendations

Introduction

The goal of this project was to expand donor support for MSR. Our team took a three-pronged approach to break down this large goal into accomplishable objectives. The objectives consisted of evaluating the current system MSR uses to track donors and apply for grants, implementing a new software platform that will improve the current donor database, and expanding MSR's donor support.

5.1 Objective 1

Upon evaluating the current donor tracking and donor history of MSR, we concluded that there is a need for an improved system for tracking donors and applying for new grants. As described in Section 4.1.1, MSR uses Microsoft Excel to map their donors, creating a new file for each fiscal year. Excel limits MSR's ability to follow up with past donors and keep track of the status of grant applications. Their current system is time consuming for MSR's employees and will become more exhausting as MSR grows as an organization. Excel cannot parse through records of previous donations and donors, making it harder for MSR to reference their interactions. The difficulty in accessing and filtering through this data makes it harder for MSR to generate repeat donors due to the lack of contact with the donor. This led us to look for a CRM software to better map donors.

All of MSR's current funding comes from corporations within Namibia. We also learned that when MSR searches for grants, they do so through word of mouth, limiting the number of grants they apply for. They rely on learning about grants through other organizations and friends, thus they miss out on many opportunities. MSR also is understaffed and underfunded which makes it hard for them to spend time applying for grants. On top of this, they only seek funding within Namibia while there are many other opportunities worldwide. By expanding MSR's grant searches and finding a way to speed up applying for grants, MSR will gain more funding. It is key that MSR finds new strategies to locate grants and better interact with the corporations after the donation.

Our team also evaluated the current donor follow-up plan that MSR follows. This plan includes sending an email with tax information and a thank-you immediately after donation. MSR's current donor follow-up plan lacks an emotional connection with the donor, making a donor feel that their donation is transactional.

5.2 Objective 2

After learning MSR's desired features in a donor management system, our team created a list of CRMs to analyze and test out for MSR. The CRM software should help connect MSR with prospective donors and maintain contact with current donors. Having a system that organizes donor information will help engage donors and therefore increase the volume and frequency of donations.

Initially, five options were considered, and through initial analysis, it was cut down to three options. The three options were presented to Ms. Beukes and HubSpot was the final selection. Compared to the other options, HubSpot offered the most features and could later be upgraded. The most important features when choosing a CRM were ease of use, email marketing, email and newsletter templates, annual cost, and automated reports. HubSpot offers a free version that has all of these features available, so it received the highest score in the Pugh analysis shown in Table 4 of Section 4.3.1. Having a free CRM was important to MSR since they currently have a limited budget.

5.3 Objective 3

After becoming aware of MSR's tight financial situation, we immediately started working to increase MSR's donor support. To achieve this, our team looked at expanding the volume of both individual donors and corporate giving. The funds from both groups of donors will help MSR sustain themselves as they continue to provide job training and assist the unemployed population.

The lack of a donor portal greatly inhibits the individual donors that MSR currently gets. As of now, donors must donate via bank transfer which is inconvenient and can be off-putting. Implementing an online donor portal as soon as possible, would maximize the donations they receive from individuals. Individual donor support requires a more in-depth and personal donor follow up plan than what MSR currently has in place. When donors do not feel an emotional

connection to MSR’s cause, they may be unwilling to donate in the future or be less inclined to give larger sums of money. We learned that sending personalized thank-you letters and newsletters with organizational updates to past and prospective donors can make the donors feel that their donation had a real impact. For this reason, we formulated a comprehensive donor follow-up plan with sample newsletters and thank-you notes to be sent out to all donors. We generated this plan by combining different ideas from our various interviews and can be viewed in Figure 16. These thank you notes from MSR members can be success stories of where they landed a job or simply how they attended MSR training and learned a new skill. A thank-you note template can be found in Appendix R. Having members write messages connects the donor to the recipient, appeals to their heart, and encourages them to keep donating. We made a newsletter template for MSR to change each quarter that can be found in Appendix S. In addition to this basic structure, we learned that based on how donors respond to and interact with these thank-you letters and newsletters, it might be appropriate to send additional organizational updates and thank you notes that may ask for an additional donation.



Figure 16: Timeline for Donor Engagement Cycle

To further increase visibility to potential donors, both individuals and grantors, we worked with MSR to apply for GlobalGiving. GlobalGiving allows MSR to make fundraising campaigns as soon as the organization is approved. MSR will create a fundraising campaign on the GlobalGiving website to get more donors to fund their vocational training. MSR must share this campaign with all their current supporters, friends and family, and social media following so that the campaign is a success and increases support for MSR.

We also interviewed other nonprofits to learn about their grant searching strategies. From these employees, we discovered various grant searching techniques such as online searches with keywords, searching financial records of organizations with a similar mission to MSR, and signing up for newsletters from GuideStar and Foundation Directory Online. Using these grant searching techniques, our team generated a list of organizations and grants worldwide for MSR to apply to for funding. Other nonprofits tend to focus on applying for three to five grants per month. Since MSR has fewer staff members, two grants per month is an attainable amount for MSR. To make these applications less time-consuming, Ms. Corneluissen advised us to write three major sections (background information, a needs statement, and a sustainability statement) to be submitted for each grant.

Upon interviewing ACE, we learned of an alternative option to the 501(c)(3), this being partnering with another nonprofit organization with 501(c)(3) status. This organization would be considered MSR's fiscal agent and could apply for grants for MSR. The benefits of this is that MSR would not need its own 501(c)(3) status; however, the fiscal agent would take a five to ten percent pay cut of each grant received. It also requires a lawyer to administer a contract for the working relationship and management of money. In addition to all this, it could take years for MSR to build a relationship with an organization that would be willing to be their fiscal agent.

Overall, the lack of the following components hinder MSR's donor following: a donor portal, online presence, ability to get funding from U.S. grantors, a donor follow up, and connections with other nonprofits. As a result, MSR needs to instate a donor portal immediately, utilize our donor engagement plan, partner with an organization with 501(c)(3) status, and conduct frequent grant searches and applications to help MSR increase their annual funding.

5.4 Future Recommendations

Through the course of the project, we came up with recommendations that were not able to be implemented during the project term, but these recommendations can still be beneficial to MSR in the future. Our team's recommendations are as follows:

1. Implement an online donor portal to make it easier for individuals to donate.

To receive donations electronically, MSR needs an online donation portal. Also, since many Namibians do not have expendable income, the target audience for private donors is international. A donation portal is needed so that international donors can easily give to MSR.

2. Follow up with donors more frequently to share the impact their donation has made on MSR's members, according to the provided timeline.

Frequent and reliable donors are important in maintaining funding. To create these types of donors, a relationship needs to be established between them and MSR. Following the donor follow-up plan that we generated would help formulate a relationship and generate repeat donors.

3. Link HubSpot with the online donation portal so that donors' contact data are easily entered into the system.

With the limitation of MSR having few employees, the donor management system needs to require the least amount of time and effort to maintain so it does not interfere with other necessary MSR tasks. To help with this, MSR should link HubSpot with the online donation portal. Linking the two would allow for the donor's information to be automatically uploaded into HubSpot so an employee of MSR is not required to manually enter it in. Doing this will help automate HubSpot as much as possible, limiting the amount of time MSR employees spend manually importing information. In turn, this will make it easier for MSR to send organizational updates and thank-you letters, thus informing donors and increasing engagement.

4. Create a form on the website for people to sign up for MSR's quarterly newsletters.

We recommend that MSR creates a form on their website for prospective donors to sign up for the newsletter. MSR can easily edit the newsletter to send out each quarter,

so that people know of MSR's recent work and who they have helped. These organizational updates will help people understand why they should donate to MSR.

5. If MSR expands and the free version of HubSpot no longer fulfills their needs, upgrade to a paid subscription of HubSpot or a different CRM software like SalesForce.

MSR is signed up for the free version of HubSpot to start with and therefore there are certain limitations to their subscriptions. The most significant is the 2,000 per month email cap. As MSR expands they will hit this cap each month due to sending newsletter and thank-you emails. When MSR reaches this point, we advise them to upgrade their subscription to account for their increased needs. Also, if HubSpot no longer fits their needs, even with the upgraded subscription plan, we advise them to look into switching to another CRM such as SalesForce since it can handle the increased needs of MSR.

6. Search and apply for grants more frequently, but do not overwhelm MSR employees by applying to too many at once.

MSR is short staffed and therefore cannot apply for more than a few grants per month. The target is to apply for up to three grants per month, so that MSR employees are not overwhelmed. MSR should spend at least an hour a day working on grant applications. The search for grants should be ongoing and would require weekly searches. Signing up for notifications and newsletter from grant search engines, would allow MSR employees to be alerted when new grants are released.

7. Build relationships with nonprofit organizations worldwide that share a similar mission to MSR.

MSR should reach out to nonprofit organizations with similar missions to start building a relationship. The relationship can be a source of information and advice in the case MSR needs or is looking for some. It can then lead to a possible fiscal agent, especially if the organization is in the United States.

8. Partner with a U.S. nonprofit organization that has 501(c)(3) status, to receive funding from the United States.

Since MSR is not eligible for 501(c)(3) status in the United States, they should start to build relationships with other nonprofits as a work around. The relationship could

evolve into a fiscal agent where MSR could receive U.S. funding through the partnered nonprofit. MSR would have a legal agreement with a U.S. nonprofit so that the nonprofit could apply for U.S. grants on MSR's behalf.

Conclusion and Future Recommendations Summary

Our team advised MSR on both software options and methods on how to expand donors. Some of these recommendations could be completed during the term such as switching from Excel to HubSpot for donor management. We also created a global giving account and once MSR is approved it will serve to expand MSR's reach and find new funders. The recommendations provided above can be implemented in the future by MSR or a future IQP team can help expand MSR donor support. The accomplishments of our team and recommendations for the future will help to ensure the longevity of MSR and help MSR continue their positive impact on unemployment in Namibia.

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Appendices

Appendix A: Interview Plan with MSR's CEO

1. How do you currently find donors?
2. How often do you search for donors?
3. How do you currently track donors?
4. Where are your donors currently located?
5. Are your donors the same year to year?
6. How many annual donors do you have?
7. In the year of 2020 did you notice a decline in donors?
8. Do you want to change the method you currently use to track donors?
9. Would you be willing to pay for a subscription to a donor tracking system? If so, how much?

Appendix B: Nonprofit Organizations Survey Questions

1. What country are you taking this survey from?
2. What is the name of your organization?
3. How many donors does your organization have annually?
 - a. 0-50
 - b. 51-100
 - c. 101-250
 - d. 250+
4. Do you have a donation portal on your website?
 - a. Yes
 - b. No
5. Do you receive more private donations or have more support from grants your organization applies for?
 - a. Private donations
 - b. Grants applied for
 - c. An equal number of both
6. Do you send out weekly or monthly donor emails?
 - a. Yes, weekly
 - b. Yes, monthly
 - c. No
7. Have you ever used a crowdfunding site (such as GoFundMe or Kickstarter) to raise money for a project?
 - a. Yes
 - b. No
8. Do you have any annual events to help raise funds for your organization? For example, a 5K marathon or a banquet auction.
 - a. Yes
 - b. No
9. If yes to question 8, please briefly describe this event and how much money it raises?
10. Do you disclose your formal financial information on your website? For example, percentage groups on how funds are being distributed.
 - a. Yes
 - b. No
11. Do you tell your donors how their money is being distributed?
 - a. Yes
 - b. No
12. If yes to question 11, how do you present this data to them?
13. Do you have a current software or method you use to keep track of donors? If so, please explain this system or method in a few sentences.

- a. Yes,
 - b. No
14. If yes to question 13, how would you rate this system?
- a. Very Good
 - b. Good
 - c. Average
 - d. Poor
 - e. Very poor
15. If yes to question 13, please explain any major advantages to this system?
16. If yes to question 13, please explain any major flaws in this system?

Appendix C: Research Script and Informed Consent Letter

The protection of the participants will be maintained by our team and will keep all information anonymous while discussing the results in the report. The survey asking individuals about their experiences does not ask for names or locations and only their age will be recorded. The ages are important in determining what aspects of organizations appeal to each age group, how often they donate etc. For the organization survey, the company's name will be used to organize the data and will not be used in the results of the report. Each organization will be referred to as "Organization X". Additionally, if a participant does not feel comfortable answering a certain question or revealing certain information, they are welcomed to skip the question.

The Interdisciplinary Qualifying Project team working with Men on the Side of the Road (MSR) located in Windhoek, Namibia is inviting the viewer to participate in our survey. The surveys and interviews will be used in a research project designed to gather donors for MSR and organize them into a database that our team generates. The research our team is conducting will reveal how other nonprofit organizations operate with regards to receiving and organizing donations, while our second survey focuses on gathering information on how private individuals interact with nonprofits. The results of the research will be published in a written report. The research will be conducted through two surveys, one focused on organizations and the other on private individuals. The information we are seeking in regards to nonprofits is how they interact with their donors and what information is disclosed to them. For the survey to individuals, we would like to gather information on how they donated, how the organization interacted with them, and what aspects attracted them to donate. Each survey should take about five minutes to complete since it is mainly multiple choice. When using the results of the surveys, no personal information will be asked for or disclosed. Names will not be used since the surveys are anonymous. The only information that will be used is located within the answers to the questions. The survey is voluntary and every question does not need to be answered if the participant does feel comfortable doing so. If the subject has any questions about the survey, the use of the results, or anything else, we encourage them to ask.

Survey Information sheet

Why are we conducting this survey?

The WPI IQP team working with Men on the Side of the Road (MSR) would like to learn about how other nonprofit organizations map donors. MSR is a nonprofit organization in Namibia that helps its members develop the skills necessary to enable them to find long-term employment. If you agree to allow us to distribute this survey, you will help us understand how other nonprofit organizations raise and keep track of their donors. Our goal is to increase the number of donors so MSR can continue to provide programming for their members which leads to meaningful employment.

Who are we surveying?

- Employees at nonprofit organizations, specifically those dealing with financial records

How will this survey be conducted?

- The survey can be done online through the following link: *Link to be added*

What information will be collected?

- We are interested in learning about what other nonprofit organizations do to obtain more donors and then how they organize their donor information
- No contact information will be collected (we do not ask for names or addresses)
- The survey takes about 5 minutes to complete
- Respondents can stop at any time and not answer any questions they do not wish to

What will we do with this information?

- No individual data will be reported; individual answers will be combined with all respondents from combined analysis and reporting

We appreciate your cooperation in our efforts to improve the donor database for Men on the Side of the Road.

Thank you!

Survey Information sheet**Why are we conducting this survey?**

Our team would like to learn why private individuals chose to donate to certain nonprofit organizations. Men on the Side of the Road is a nonprofit organization to benefit anyone who is unemployed and living in Namibia. If you agree to take this survey, you will help us understand what aspects draw people to donating and allow us to attract more donors to Men on the Side of the Road. Our goal is to expand funding for MSR in addition to mapping their donors.

Who are we surveying?

- Private individuals who donate to nonprofit organizations
- Anyone who is 18+

How will this survey be conducted?

- Surveys will be conducted fully online using the following link: *link to be added*

What information will be collected?

- We are interested in learning how private individuals select a nonprofit organization to donate to:
 - Is it their mission statement?
 - Is it how they are asking for donations?

- No contact information will be collected (we do not ask for names or addresses)
- Respondents can stop answering at any time and may select not to answer any questions they do not wish

What will we do with this information?

- No individual data will be reported; individual responses will be combined with those of all respondents for analysis and reporting

We appreciate your cooperation in our efforts to increase donors for Men on the Side of the Road.

Thank you!

Appendix D: Interview with Grants Manager at ACE

1. What legal requirements is ACE required to follow to apply for grants?
 - a. 501(c)(3), DUNS, NCAGE
 - b. Any others?
2. Do you know of any grants that organizations can apply for that do not require a 501(c)(3)?
3. How often does ACE search for and apply to grants?
4. How does ACE locate grants?
5. Does Ace have a pre-written grant application template letter? Or do you write a brand new every time you apply for a grant?
 - a. Any tips on grant writing to increase funding?

Appendix E: Students Sample Grant Writing Proposal

MSR Background Template:

MSR was founded in 2007 and is registered as a Welfare organization (Reg. No. WO348) and an Incorporated Association Not for Gain (Reg. No 21/2077/025). A group of caring individuals established MSR after noticing a large number of day laborers waiting around traffic lights in hopes of being picked up for a day's worth of work. In 2016, MSR expanded operations to provide services to all underprivileged unemployed people in response to the high unemployment rates that haunt Namibia. Now, the organization's overall vision is to empower all unemployed people through a comprehensive program of self-development, life skills training, technical skills training, and job placement to enable them to better compete in the labor market. All of which gives the unemployed men the skills and confidence needed to seek long-term job opportunities actively.

Since being founded, MSR has been able to help place X members with jobs. Most members find jobs in temporary employment; MSR also helped over X members land permanent jobs. Thanks to MSR, over X members were provided with the opportunity to pursue technical training. Each month, MSR holds a new member training and other various workshops to help members build upon their skills. Training sessions are free to members and help to make them more marketable for job placement. MSR offers programs at two locations: Windhoek and Swakopmund. In (most recent fiscal year), we were able to help X members through our training services.

MSR Needs Statement Template:

Namibia was once under South African rule, where strict apartheid policies created ethnically segregated homelands, causing the isolation of the black population from the white minority. Despite the abolishment of apartheid policies, many social issues persisted, leading to poverty and high unemployment rates across Namibia. In 2015, Namibia faced an unemployment rate of 29.9% and a poverty incidence of 26.9% (*Summary of Poverty and Deprivation in Namibia 2015 | UNDP in Namibia, 2015*). Many Namibians lack the necessary training and skills to become marketable for employment, such as welders, bricklayers, carpenters, electricians, technicians, mechanics, and teachers. Since MSR was founded in 2007, we have focused on serving the unemployed population of Windhoek, Namibia. We offer training, job searching, and entry to a database for employers to search for potential employees.

Through the workshops and training offered by MSR, we have made members marketable for Namibia's current job market. The services that we provide help make members independent; some have even started their own business with the skills they have learned at MSR. Currently, MSR has helped 1,601 members find employment. Without the training and resources offered by MSR, these individuals would have extreme difficulty finding long-term opportunities.

*possibly not true but we think this is true. MSR is the only organization in Windhoek providing free comprehensive training for Namibians seeking employment. Most of our employees have gone through MSR's system, giving us a competent background of the situations of MSR members.

Sustainability Statement Template: *Below is an example sustainability statement from ACE, a similar one for MSR can be written using this format and inputting MSR's current information.*

To build sustainability, we continue to increase and diversify revenue through securing additional program and operational grants, and increasing individual fundraising online and through events.

ACE is primarily funded by foundation and government grants, including a growing and diverse number of funders. In FY20, ACE received 40 grants, including 30 grants from previous funders and 10 new grants.

We continue to spread funding for each of our programs among public and private funders to help protect from fluctuations in government funding. For instance, we have received United Way funding from FY2015-FY2021 to help support our youth programs. This funding complements government support from the City of Worcester, the Mass. Office for Refugees & Immigrants and the Mass. Department of Elementary & Secondary Education.

Our Strategic Plan for 2020-2022 prioritizes financial sustainability to support programs and services, and staff sustainability through modest salary increases and giving employees a health insurance subsidy. We have invested in our Development team and tools, and have increased individual donations. We are increasing grant funding by applying to more funders and targeting existing and potential funders for multi-year grants.

We are improving donor communications and donor management through online fundraising platform Classy and donor database Virtuous. This combined with personal phone calls to donors, increased ease of donating online through our website, and continued growth in our Kupanda monthly donor membership has helped us to increase fundraising by more than XX% over the past year.

We have cultivated a relationship with the Wellington Management Foundation that resulted in a new multi-year grant in FY2021 focused on education for vulnerable youth.

If ACE does not receive funding from the XXX Foundation, we will not be able to fully cover operational costs and will have to reduce administrative staff hours and trim programming.

Appendix F: Survey to Individuals who Donate to Nonprofits

1. How old are you?
 - a. 18-33
 - b. 34-49
 - c. 50-65
 - d. 66+
2. Have you in the past donated to a nonprofit organization?
 - a. Yes
 - b. No
3. By what means have you donated to these organizations? (You may select more than one answer)
 - a. Direct check or cash
 - b. Rounding up your money at a grocery store, pharmacy, or restaurant
 - c. Walk or run to raise money
 - d. GoFundMe
 - e. Website donation portal
4. What causes are you most likely to donate to? (please rank)
 - a. Homeless
 - b. Unemployed
 - c. Animal shelters/rescues
 - d. Hunger
 - e. Foundations trying to cure illnesses
5. What types of aspects make you want to donate to a nonprofit organization? (You may select more than one answer)
 - a. Seeing how the money is split up
 - b. Reading the organizations mission statement
 - c. The cause the organization works for (homelessness, poverty, unemployment, animal welfare, etc.)
 - d. Reading/hearing about a success story
 - e. The idea of donating to help one individual
6. Have you been sent thank-you letters from an organization that you have donated to?
 - a. Yes
 - b. No
 - c. N/a
7. If you have donated to a nonprofit organization do you receive updates from them?
 - a. Yes
 - b. No
8. If you receive updates how frequently do you receive updates?
 - a. Weekly

- b. Monthly
 - c. Annually
 - d. N/a
9. Does receiving these updates encourage you to continue to donate to this organization?
- a. Yes
 - b. No
 - c. N/a
10. Are you motivated to donate to a nonprofit for the tax deduction?
- d. Yes
 - e. No
11. Where do you discover nonprofit organizations to donate to?
- a. Social media
 - b. Television
 - c. Newspapers
 - d. Word of mouth
 - e. Philanthropy events
 - f. Other: _____

Appendix G: Interview Plan with WPI Office of University Advancement

1. How do you currently find new donors?
2. How often do you search for donors?
3. How do you currently track donors?
4. Where are your donors currently located?
5. Are your donors the same year to year?
6. How many annual donors do you have?
7. In the year of 2020 did you notice a decline in donors?
8. How do you keep existing donors engaged?
 - a. Have you noticed a certain method being more effective in keeping donors engaged?
9. Which do you believe is more beneficial quality or quantity of donors?
10. Where are your donations coming from?
11. What motives alumni to donate to WPI?
12. What advice could you provide the team with, to make donating to MSR more appealing?

Appendix H: Interview with MSR's CEO Notes

1. How many people in the years 2017, 2018, 2019, and 2020 has MSR helped to connect their members to jobs?
 - MSR helped 137 members in 2017, 111 in 2018, and 86 in 2020
 - In 2020 there was a decline in the number of member MSR helped
2. In the year 2020 did you notice any major changes due to the impact of Covid-19?
 - MSR has been affected by covid in lockdown; they weren't able to really help the people, companies closed and people lost their jobs.
 - When MSR reopened they were flooded by unemployed people approaching them asking for help finding jobs.
3. Did you notice a difference in donors during lock down?
 - During the pandemic, MSR struggled to find funding so much that they almost had to close.
 - Companies willing to help MSR only offered to pay for training for MSR member's, not to support MSR's administrative costs.
 - In 2019, the country was already experiencing an economic crisis. Since executives at Bank Windhoek founded MSR, they stepped in and supported MSR
 - Bank Windhoek recently indicated they can no longer support MSR as heavily.
4. What is the importance of having international donors for MSR?
 - Currently MSR is only getting support from inside the county, MSR will reach more opportunities through international donors, Namibia is small so they can only do so much.
5. How do you typically apply for grants and donors?
 - Companies either have a form, require a phone call to find the proper contact person, require you to physically go to the company, or require a presentation.
6. We read in research lots of companies will be more willing to donate if they see where the funds are going, do you have this information published on the website?
 - MSR does not publish their financials on their website.

- The concern with sharing is that their operational costs take up most of the budget. But they also have a large portion of money going to training for their members.
7. How does MSR keep track of current and past donors? Do you want to change the method of how you file donors?
- Currently MSR uses an Excel spreadsheet to track donor's contact information, donation size, and donation status.
 - If the team has ideas for setting up a database that would be awesome. MSR would be interested in a different way other than excel
8. Do you send thank you cards after donations?
- We send a thank you letter with tax donation certificate to be used for tax deductions
9. Do you ask for donations again?
- We do reach out to some previous donors to ask for more donations
 - Some of the people we contacted for donations no longer work for that company, so we lose contact.
 - We would like to share more success stories with donors, but we are currently quite understaffed. It is just me and one other person so there are other more important tasks that need to be completed.
10. What is the timeline for the online donation portal to be completed?
- Bank Windhoek is still working on setting up the donation portal to allow international donations.
11. Do you have a number of volunteers that help?
- We make use of peace corps volunteers who will be coming back in June and we will have one in each office.

Appendix I: MSR Example Grant Writing Piece



THE MEN ON THE SIDE OF THE ROAD PROJECT (NAMIBIA)
(INCORPORATED ASSOCIATION NOT FOR GAIN)
Reg. No. 21/2007/025
WO348

P O BOX 9056, EROS, WINDHOEK
Email: office@msr.org.na

Website: www.msr.org.na

TEL NO: +264 (61) 305 892
FAX NO: +264 (61) 307 205

Thursday, 25 June 2020

**THE COMMUNICATIONS OFFICER
RED CROSS NAMIBIA
WINDHOEK**

Dear Mr. Edmund Khaoseb

REQUEST FOR COVID 19 FOOD RELIEF FOR MSR MEMBERS

Men on the Side of the Road (MSR) was established in 2007 and registered as a Welfare organisation (Reg. No. WO348), as well as an Incorporated Association Not for Gain (Reg. No. 21/2007/025) in the same year. The overall vision of the project is to empower unemployed people, through a comprehensive programme of self-development, life skills training, technical skills training and job placement to enable them to better compete in the labour market. This supportive action has proven to provide the unemployed with the necessary skills and confidence to actively seek long term job opportunities.

MSR currently has more than 1600 people registered as members on the database in Windhoek and in Swakopmund. We have also been able to connect more than 300 people to full time jobs, 1018 temporary employment and more than 300 part-time job opportunities. In addition to job placements, MSR had been able to provide more than 500 people with training opportunities in Windhoek and in Swakopmund. These training opportunities are in different vocational trades, basic computer training, hospitality, home management as well as first aid and safety. MSR also started supporting Grade 12 and 10 school leavers in 2018, enabling them to repeat their grades through Namcol in Swakopmund and Windhoek. 45 learners have been registered since then.

With the impact of COVID 19 on the economy, MSR is unable to link as many members to jobs as we were able to before the pandemic hit the Namibian economy. The struggle of the unemployed, has gone from bad to worse with companies closing or scaling down and private employers

Directors:

Gida Nakazibwe-Sekandi *(Chairman), Marlize Horn, Jacqueline Pack, Samuel Ndahangwapo
Hendrik Petrus Schoeman, Priscilla Malgas; Maria Paulus

*Ugandan



THE MEN ON THE SIDE OF THE ROAD PROJECT (NAMIBIA)
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Website: www.msr.org.na

providing temporary and part time jobs, not hiring workers anymore. The person sitting on the side of the road to earn a day's wage to feed their families, is stranded with no income and no money to take care of their families. MSR is thus seeking alternative ways to support our members. Against this backdrop, we humbly request the Red Cross Namibia's support with providing food parcels to our active members, who are currently unemployed and were in the process of applying for jobs before the COVID 19 pandemic hit. We are having 200 members in Windhoek and 100 in Swakopmund who are still actively seeking employment. This support will greatly assist in lessening the burden on these breadwinners.

MSR wishes to continue supporting our members and thus our humble plea to Red Cross Namibia to support our efforts in keeping households running of those who are most vulnerable.

You are indeed more than welcome to request more information should this be required to make your decision.

We appreciate your time and look forward to your favourable response.

Yours sincerely

C Beukes
CEO: MSR

Directors:

Gida Nakazibwe-Sekandi *(Chairman), Marlize Horn, Jacqueline Pack, Samuel Ndahangwapo
Hendrik Petrus Schoeman, Priscilla Malgas; Maria Paulus

*Ugandan

Appendix J: Interview Notes with Ms. Corneliusen at ACE

1. What are common legal requirements needed to apply for grants in the United States?
 - 501(c)(3) - 99% of grants require it, ACE only could recall 1 or 2 that did not.
 - Board of directors with contact information and time served on the board
 - Bylaws and Articles of Incorporation
 - Must register with SAM.gov every year to be eligible for U.S. grants.
2. Are there ways around any of these legal requirements?
 - Finding an organization that is willing to be your organization's fiscal agents are ways around this. This Fiscal Agent would have all the legal requirements.
 - Fiscal agents take 5-10% of any grant received.
 - Both organizations should hire lawyers to manage this relationship, especially since it involves financials.
 - A strong relationship must be present before this is an option, some relationships take several years to build.
3. How does ACE find new grants?
 - Daily google searches using keywords.
 - Signing up for newsletters through grantor websites and grant search engines
 - ACE looks at the funding reports of organizations with similar organizations and see where they receive funding from.
4. Any tips on grant writing? Is it a good idea to have a template letter?
 - ACE does not have a template letter because requirements for each grant vary greatly.
 - ACE recommends writing a background, needs statement, and sustainability statement, which is something nearly all most grants require.
 - Saying some version of “With your support we will do x, y, z” making sure to bring the fundor into your organization and makes them feel like they will have an impact on your organization. Include these types of statements throughout.
5. How many grants does ACE apply for and how many do they receive?
 - Applied for 3-5 grants each month or about 50-55 the whole year.
 - ACE received 40 of these grants.
 - The length of time spent on each grant varies; some take 1-2 hours while others may take 20-30 hours.
 - Grants can take anywhere from a week to 6 months to hear back from.
6. Other information:
 - ACE uses google calendar to keep track of grant deadlines
 - If you do not know how much money to ask for, base it off of how much the grantor has given to other organizations in the past.

Appendix K: Interview Notes with Seven Hills Foundation

1. Do you know the process of an international organization applying for grants from the U.S.?
 - The international partners can't obtain money from the US without Seven Hills Global Outreach
 - They could apply for a 501(c)(3) to get funds on their own, but they really have to be benefiting the U.S. in some way in order to get approved.
 - An alternative to partnering with a U.S. organization is setting up their own U.S. based organization.
2. Where does Seven Hills Foundation receive their funding from?
 - Most of their funding is from governmental sources, some corporate, and then a little from individual's support
 - Seven Hills has a \$300 million operating budget
3. How do you search for and apply to grants?
 - Sometimes our partner organizations will find grants from like USAID and ask if Seven Hills will submit a proposal on behalf of their organization.
 - Othertimes Seven Hills will search for government funding on their own.
 - Their partner organizations will then request money from Seven Hills
4. Do you have any advice for fundraising for an internationally based nonprofit?
 - Develop a story as to why the person or company should support you, who the nonprofit id trying to help, and why it is important.
 - Dr. Jordan helped many of his partner organizations create businesses to be more sustainable financially and not rely on people's charity.
 - For example, in Bangladesh they created a fish and rice farm, which are sold to raise profit for the nonprofit organization.
 - He recommends assisting MSR to see what type of profit making business is needed in their community so that these profits would support their social work.
 - Need to figure out how to be sustainable in the long run, and that it is NOT through charity
5. What do your partnerships with other organizations look like? How did these partnerships occur?
 - Seven Hills Global Outreach is partnered with 8 different organizations
 - They do a variety of things in each country with each partner depending on the needs of the company
 - Typically he hears of these organizations through friends and colleagues.
6. How long did you have a relationship with them before partnering and how often do you correspond with them now?
 - Dr. Jordan visits each organization before partnering with them.

- He must build a relationship with the organization before partnering with them. This relationship can take anywhere from 6-12 months.
 - Corresponds with the international groups about every other month, but Sierra Leone requires more frequent contact: typically every other week.
 - Dr. Jordan tries to visit each organization every year, sometimes it is every other year.
 - He tends to visit 5-6 organizations in a year, but this year was different with covid-19.
7. How much of your partner's annual budget do you sport?
- It depends on the country, but typically we try to help them support themselves and weene them off of our support overtime.
 - For Ghana, Sevens Hills started by supporting 50% of their budget and now they only support about 10%.
8. What is the size of your partnering organizations?
- Again, it depends. Most have about 3 employees and for Ghana their annual budget is about 80,000 USD.
 - These organizations tend to support thousands, if not tens of thousands of people with only a handful of employees.

Appendix L: Interview notes with the WPI Office of University Advancement

1. Where are your donations coming from?
 - Built in donor base with alumni and parents
 - People who have affiliations with WPI
 - Businesses and foundations that think WPI matches their criteria for investment
 - Some companies and organizations have community investment funds
 - WPI is looking into helping in Africa and looking for organizations that work
 - Office of advancement can help with grant applications
 - Don't highlight the struggle to survive but highlight the impact
 - Make sure to thank donors and don't ask for more money, instead share success stories and/or messages showing how their money was used to make a difference.
2. How do you currently find new donors?
 - Guidestar, looking around, contacting alumni
3. How often do you search for donors?
 - An ongoing process and always looking for opportunities
4. How do you currently track donors?
 - Donor database (Salesforce) is streamlined with tracking used to track payments
 - Email opening rate is also tracked with AI used to track attractive keywords.
 - Capture notes about people (maybe can't pay that year or time but in the future you can so always important to keep in touch)
5. Where are your donors currently located?
 - Since most are alumni, it's wherever alumni is located rather than where organizations are located.
6. How many annual donors do you have?
 - 90% major donors and the 10% is annual individual
 - Mostly alumni
7. In the year 2020 did you notice a decline in donors?
 - Best year ever. Tax deduction is essential and normally is about 60% deduction but due to covid it was increased to 100%. Stock market is doing well so people feel more obligated to put money into stuff
8. How do you keep existing donors engaged?
 - a. Have you noticed a certain method being more effective in keeping donors engaged?
 - Thanking them. Make sure they don't only get an "ask for more" message.
 - Usually a story. Let them know that what they gave is magnified and had a positive impact.
 - Try to thank people seven times (possibly first confirmation with receipt and tax thingy). Students may call to say thank you. An ad in a journal
9. Which do you believe is more beneficial quality or quantity of donors?

- Quality is better but don't forget the quantity. Many times donors will start small and increase gradually as they become comfortable in donating to the organization.

10. What motives alumni to donate to WPI?

- Scholarship funds are the easiest to attract with previous recipients paying forward
- People appreciate the value of their degree and some give to value their degree
- Doing good for their college's community and success stories tie in
- At reunions, people give big gifts after small to none donations previously

11. What advice could you provide the team with, to make donating to MSR more appealing?

- People want to invest in success. Make the people know their investment is worth it.

Appendix M: Interview Notes with Mr. O'Neill at ACE

1. Where does ACE receive funds from?
 - Most funding was grant based, which created a position to diversify the different income so they don't rely on just grants.
 - ACE received 30 grants for a total of about \$530,000. These grants donors include foundations, private, city or state.
 - Ace has support from 475 individual donors, totaling about \$30,000 in donations
 - Charity events raise an additional \$57,000
2. How frequently do you interact with donors?
 - ACE segments their communications to donors, email lists to send quarterly updates, and invitations to charity events. So the frequency depends on the person's involvement with the organization.
 - ACE uses tags on each person's contact to determine how frequently to interact with these audiences based on how they respond to emails or phone calls.
 - Monthly donors they may contact more frequently, while less frequent donors it might not be as often.
3. How does ACE attract new donors and keep past donors engaged?
 - Sharing your mission on as many platforms as possible
 - Having a spot on the website for signing up for a newsletter. This will allow people to understand why they should donate to MSR, especially if they are not donors already
 - ACE uses MailChimp, an email marketing tool, to automatically send thank you notes after receiving an online donation and send quarterly newsletters
 - MailChimp is free and able to send 3,000 emails at once
 - Easy access to organization information and getting information out to people is key.
4. Do you have an annual fundraising event and how much money does it raise?
 - ACE holds an Annual Gala which raises about \$65,000.
 - This year it was online and was still a successful event
5. Any overall recommendations to improve financial support?
 - Put a small amount of effort into find what will work best for the organization,
 - Once you find a method that works, put lots of effort into that method until it no longer works.

Appendix N: Interview Notes with Mrs.Sandler at On the Rise

1. Where does On The Rise receive funds from?
 - On The Rise has a budget of about a million and a half dollars, about¹/₃ comes from the Government of Massachusetts. All the rest of the budget is fundraised (combination of grants (\$300,000) and fundraising from individuals).
 - Most of the grants are recurring which is helpful, most of the grants keep going back year after year. Also there are grants available for projects
2. How does On the Rise attract and maintain donors?
 - Sharing testimonials are important and also helps to attract donors to On The Rise. There are two appeals: the appeal to the heart and the appeal to the head. The heart is I love this. It aligns with my values and I want you to support it too, usually testimonials. The appeal to the head is the impact that this org has. Has a small budget but still has this much impact on the community it is doing something that other organizations aren't doing.
 - Important to have both the appeal to both for families the appeal to the heart is stronger, the message for families 75 % heart 25% head, important to know your audience
3. Does On The Rise Have any advice for fundraising events
 - If you wanted to put on an event for a US audience you could do a road race, you could do a golf outing, there are lots of virtual events that are just a video or content that are what are the values of this org. More of an emotion values based appeal. The US ambassador explore this nonprofit they would be speaking, saying that this is important to me.
 - Want to have testimonials from the program saying how much this changed and impacted my life. Words for the director on the importance and also educating the audience. Need to have an easy way to donate while you are watching the fundraising event, the people at MSR need to be collecting the data from the donors to keep collecting appeals, since they need to get the money
 - The big question is who is going to attend this event, getting people to show up and who will donate
4. Do you have a current software or method you use to keep track of donors? If so, we would love to hear what works well and what needs improvement.
 - We do have a donor database. Any organization that relies on fundraising needs one, depending on budget might be able to get away with excel. On the rise uses Donorperfect. Used to track the individual giving, these are the relationships, similar to a customer database, many small interactions you are calling somebody who you have a relationship with.

- Foundation giving is very discreet and more transactional. Foundations are giving because of qualitative reasons, they care about the outcomes and are more scientific about it.
 - Individuals and families are giving based on emotion and their values to build a relationship is complicated and takes time.
5. Do you send out weekly or monthly donor emails?
- We have a few different things that we do, some of it is ad hoc, the covid year with the only way to communicate with people is remote so there are lots more email updates, on a monthly basis.
 - There is a quarterly newsletter about volunteer service and is about tangible donations, clothes, toiletries this is a gateway to get people to donate things
 - There are a couple of events every year that have a lot of messaging associated with them, one event might have 10 messages associated with it.

Appendix O: Example Newsletter from ACE



(F)ALL things ACE! 🍁

A LOT has been happening over the past few months. Many changes and adjustments have been made to ensure ACE students and families continue to be successful given the challenges presented by the pandemic and remote learning.

We cannot say enough about how all members of the ACE community - staff, students, parents, and YOU, our volunteers and supporters - went the extra mile these past few months.

Read on to learn about all of ACE's recent updates!

Celebrating ACE graduates 🎓



In total, 14 students who were enrolled at ACE during their academic careers graduated high school this year! They are now starting classes at colleges like Clark University, Assumption University, Worcester State University, and many more. We have spent the past few months sharing several of their stories.

Click below to meet recent high school graduates Audrey, Richmond, Amir, Grace, Freddy, and Helene. You'll also find our latest story on new Worcester State graduate and ACE alumna Tereza!

[MEET ACE GRADS!](#)

ACE's pandemic response 📄



In March, ACE shifted all of our programs to remote learning. ACE staff, volunteers, students, and parents put in tremendous work to develop and participate in a completely reimagined ACE program. During this time we...

- Provided nearly 2,000 hours of video and phone support to ACE students
- Reached an average of 50 students per week of our remote learning program
- Provided access to a laptop for 49 students in their homes
- Created 92 enrichment activities on Google classroom
- Recruited 43 additional volunteers to assist with remote learning
- Distributed over 600 masks to ACE students and families
- Provided over \$6,000 of direct financial assistance to ACE families

All of the credit in the world goes to the students, who continued to answer their phones and show up to Zoom call after Zoom call so they could successfully continue their education.

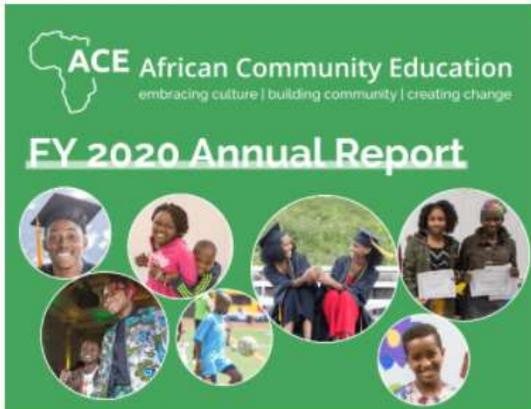
At the start of the pandemic, we also launched the [ACE Family Fund](#). The fund was started to ensure ACE families were prepared to take all of the necessary precautions to keep themselves healthy and safe during the pandemic.

Our original goal was to raise \$5,000, but the ACE community rallied around the cause and to-date has raised over \$10,000. Over \$6,000 of this has been distributed to dozens of families in need of immediate assistance.

MassLive recently covered our response to the pandemic and the generous support we have received from donors and foundations:

[READ THE ARTICLE](#)

Read the ACE Annual Report



In August, we released our annual report for 2019-2020. It contains more details on our response to the pandemic, program highlights, student and volunteer stories, development highlights, our financial overview, and more!

Give it a read to learn about all that ACE has accomplished over the past year.

[ANNUAL REPORT](#)

Volunteer with us this fall 



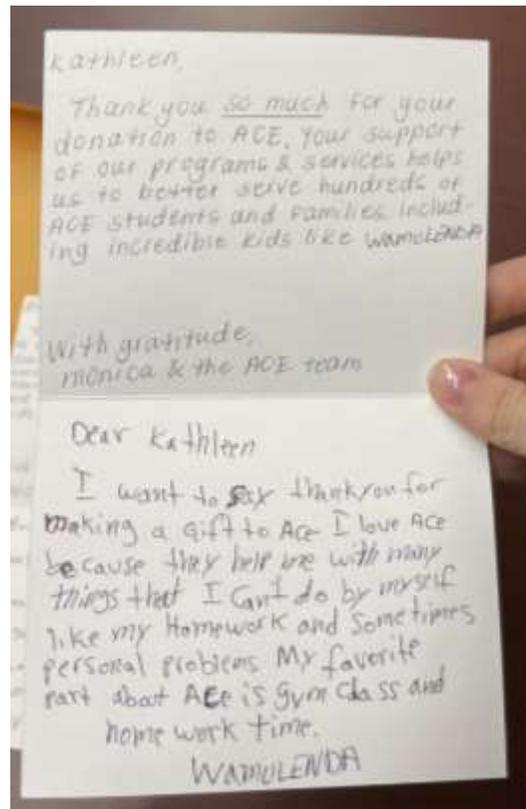
We just launched our After School and Saturday Programs for the new school year! We continue to run each of these programs while prioritizing the health and safety of all involved.

In doing so, our After School Program continues to serve students remotely while our Saturday Program is currently operating with small, socially-distanced, outdoor sessions.

We have both remote and in-person volunteer opportunities available. Join us!

[VOLUNTEER](#)

Appendix P: Example Thank-You Letter from ACE



Appendix Q: List of United States Organizations MSR Can Apply to

Name of the organization	Causes donated to	Website
King Baudouin Foundation	facilitating international philanthropy and support for actors of change in the global south	https://www.kbs-frb.be/en/Activities/How-to-apply https://kbfus.org/our-services/services-for-nonprofits/american-friends-funds/
Sofina Covid Solidarity Fund	contributing to mitigating the adverse consequences of the crisis	https://www.sofinagroup.com/about-sofina/sofina-covid-solidarity-fund/
Comic Relief	ending poverty across the world	https://www.comicrelief.com/funding/
US Embassy in Namibia		https://na.usembassy.gov/education-culture/grant-programs/
Siemens Stiftung Foundation	multiple grants and projects around the world	https://www.siemens-stiftung.org/en/contact/
The Joe and Rosa Frenkel Charitable Trust	donate to charities	https://register-of-charities.charitycommission.gov.uk/charity-search/-/charity-details/1014231/charity-overview
Gracedom	help underprivileged youth	http://www.gracedom.co.uk/
Big Win Philanthropy	improve lives of young underprivileged people	https://www.bigwin.org/

Appendix R: Student Designed Thank You Letter Template



Connecting people to employment opportunities



Thank You for Your Generosity

Donor's name, _____

Thank you so much for your contribution to MSR. We appreciate your support and it enables us to train and help members of MSR find employment and provide for their family. This includes individuals such as _____

Sincerely,
Crystal and the MSR team

Note from an MSR Member

Hand written note from _____

Their handwritten note would be similar to this:
"Thank you very much for contributing to MSR. I have been a member for ___ years and MSR has helped me the most with _____ (getting the necessary training, finding employment, being there to help me, etc). With the help of MSR I can _____ (feed my family, be able to purchase birthday gifts for my children, pay my electric bill, send my kid to school, any that they can not do since they have a job)."

Person's name _____

Appendix S: Student Designed Quarterly Newsletter Template



Connecting people to employment opportunities

[Donate Here](#)



Member Highlight:
Enter Name Here

Enter description of member highlight here. The information provided here would included the time they joined, the training they were provided, the job they now have, and how long they have been at the job so far.

Quarterly Statistics

X	X	X
Members provided with training	Members found employment	Training events held

Past Event Highlights

Enter a description of all the past events put on by MSR and an image above.



Future Event Highlights

Enter a description of all the future events planned to be put on by MSR and an image above.

[Manage preferences](#)