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A PRACTICAL GUIDE FOR DOING SMALL NON-PROFIT PROJECT

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ABSTRACT

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In today's news, environment and the welfare of the society are the concern of many people. Non-profit organizations (NPOs) are those who work to pursue these issues. Therefore, more and more people are taking part in non-profit activities or form a NPO by themselves.

This thesis aims to give a fundamental understanding about non-profit work to interested persons. A legal aspect of non-profit works in Finland and a new model of non-profit organizations are also introduced in the study. Especially, fundraising act is described and explained as well to help findings donors and asking for resources. In addition, a student's project was introduced and analysed in order to show how a non-profit project was done in reality. The results of the project suggested that time management is important, and one needs to be proactive when asking for donations.

The study has also shown that non-profit work requires the same business skills as for-profit work. Besides, a good knowledge on non-profit laws, relationship management and fundraising act are vital to the successful of a non-profit project.

Key words
Non-profit business, project, practical guide, donors, rhinos.

PREFACE

Firstly, I would like to give my deep appreciation to Ms. Chi Nguyen, the leader of the "Sort Waste – Save Rhinos" project, who has invited me to join her project. Her spirit and characteristic has inspired me to work and write my thesis about her project.

Secondly, I also would like to thank my professors from Centria University of Applied Sciences for teaching me how to learn. Especially, I would like to give my gratitude to Ms. Birgitta Niemi, my supervisor, for helping and guiding me to finish my thesis.

Finally, I would like to thank my family and my girlfriend for encouraging and supporting me to never give up my dream.

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1 INTRODUCTION

In summer 2012, the Olympic Games 2012 was held in London, the United Kingdom. The event has received a lot of positive feedback from all over the world. With no doubt, volunteers were one of the reasons that made the Games successful. According to the host country, they received more than 240,000 voluntary applications across the UK. Especially, Mcdonald's has used its resources and chain of restaurants in UK to help attract, select and train volunteers for the Games. This is an example of how people and organizations are willing to do things for free or, in other way, for "non-profit".

Non-profit organizations (NPOs) exist all over the world. Their goals are not about making or maximising profit, but rather than helping people and the environment. In some situation, these organizations even loose a lot of money to help people. Fortunately, they do not have to do it alone, as there are people, who want to take part in the work voluntarily. This fact raises questions like "Why do people do it?", "Is there a difference between a NPO and other organizations?", "How do they survive if they don't make profit?", etc. Especially, it makes people wonder how to start non-profit work on their own, and how they should begin.

This thesis aims to provide a fundamental view of non-profit work. It will give an explanation of the definition of non-profit, its characteristics, and eventually explains what volunteers' and donors' motivation is, and how to ask for support from them. Besides, by analysing a case study, about a non-profit project, it will describe how a non-profit project was created, prepared and implemented. Finally, the study will give recommendations on what should be remembered in particular when doing a non-profit project. Hopefully, its conclusions can be useful to others when they want to start a non-profit project.

In term of methodology, the literature part focused on up-to-date information in public books and journals, so that it can give an academic picture of the non-profit sector. About the case study, a series of face-to-face interviews were held with the project leader in order to collect all the needed information. After that, the information was processed, interpreted and analysed carefully to ensure the validation of the result.

2 NON-PROFIT SECTOR

Nowadays, it is not difficult to find a foundation, a charity organization in the news or on the Internet. These kinds of organizations aim to benefit people, the society and the environment. They are different from other organizations and are normally categorised under a sector named “non-profit”.

2.1 “Non-profit” definition

To understand the term “non-profit”, it is useful to acknowledge the three sectors of organizational activity. The three sectors are: government, industry, and non-profit sector (Lune 2010, 132).

The government sector is also called as a state sector, which refers to “public organizations including government itself and state and municipal agencies”. Meanwhile, the industry sector or private sector is referred to “privately held market-oriented organizations that seek to make a profit”. The last sector, the non-profit sector or the “third sector” is described as the “composed of private organizations, generally operating within public arenas”. (Lune 2010, 132.)

In short, organizations in the “third sector” mostly deal with public issues and can be understood as those who “precluded from distributing, in financial form, its surplus resources to those in control of the organization”. It means that non-profit organizations (NPOs) cannot pay dividend to the board of directors. NPOs can have financial surplus but only to retain as reserves or funds, or they can give the surplus to other NPOs as donations and grants. Moreover, NPOs can also be seen as “protectors of both pluralism and privilege, sites of democracy and control, sources of innovation and paralysis, instruments of and competitors to states”. This means that NPOs works to protect people, human rights, encourages new ideas and creativity, etc.; it can be a useful tool of the government and also a competitor. (Lune 2010, 133; Powel & Steinberg 2006, 118.)

Besides, except for the “not profit distributing” thing, NPOs still have few differences with other kinds of organizations. The first one is that NPOs operate and survive mainly on donations; while others rely on membership fees or commercial activities. The second one is the board of directors and employees selected differently compared to other organizations. The reason is that people working for NPOs are mainly voluntary workers and willing to have an under paid earning. Furthermore, NPOs normally exist without a clear line of ownership and accountability, as they do not really have shareholders. The last one is that the service NPOs provided is different, as NPOs aim to satisfy the need, which the state or the market failed. (Frumkin 2002, 14-16; Lune 2010, 135-140; Powel & Steinberg 2006, 118.)

In conclusion, "non-profits" refer to organizations, which are "a means for voluntary group action for mutual or benefits of others". They differ from organizations from both the governments and others for-profit businesses by using private action for public goods, in contrast with using public action for public goods of the government and using private action for private gain. (Heyman 2011, 36.)

2.2 Reasons for Non-profits

2.2.1 Reasons for the existence

There are several theories to explain the origin of "non-profit", amongst them is a theory, which talks about the market failure, the state failure (government failure) and the contract failure. The theory discusses that non-profit organizations (NPOs) exist because of the failure of the three factors above (Lune 2010, 135-140).

The first factor, the market failure factor, is about NPOs and for-profit organizations, which both provide goods and services to consumers. In fact, a lot of NPOs are operating within the service industry, such as: food, transportation, and education. Those NPOs can provide a free public bus to transport within a city, or free courses to every citizen. The motive behind these NPOs is they see that other for-profit businesses have failed to provide a range of goods and services to people who need them. For instance, a service company normally defines a target market and determines target customers to maximize the profit and reduce the cost. Consequently, the rest of the market tends to be ignored and the goods or services are also less available to them. Therefore, NPOs exist to cover the other needs, which a for-profit business has failed to satisfy. (Lune 2010, 135 – 136.)

The second factor is similar to the first one, however, it focuses more on the state failure in communities and in public. This factor compares NPOs to the government's agencies, and shows that NPOs may do some things instantly while the government are not able to do or do slowly. For example, NPOs can satisfy a particular need for a particular community, which a government might refuse to do. The reason is the government tries to treat people equally and to provide public services to everyone. Therefore, if a community has a particular need different from the other communities, it will be difficult for the government to satisfy them, as they have to maintain the equality in the society. As a result, NPOs exist to deal with pubic issues, which sometimes the government cannot deal with, and NPOs can be both seen as "instruments of and competitors to states". (Lune 2010, 133, 136-138.)

The last one is the contact failure factor, which is more concerned with trustworthiness and flexibility. The reason for calling this factor a contact failure factor as it is normally that consumers have lack of information and in some situation they do not know what they have agreed to. As a consequence, it may later lead to a failure in the contract, where one fails to deliver what he or she promises to do. For example, most people just click a button "I agree to the term and conditions" without reading it, in a website, which they want to sign in, and they might agree to an unfair contract. Hence, this factor stands that NPOs exist to protect the consumers and people by assuring them about the quality of a certain products or services. Moreover, because of its size, small organizations like NPOs are seemed to perform better than others in term of flexibility. For instance, a charity organization can act faster to problems in a slum area than a state agency can do, as the system requires a lot of legal documents before a state agency can react. (Lune 2010, 138-140.)

To summarize, NPO exists because it sees the needs to fulfil in a part of the society or the whole society, to which the market and the government have failed to act.

2.2.2 Reasons for taking part in NPOs

Understanding why people want to take part in NPOs or why they want to do voluntary work is vital, as to have a NPO, you must have persons who will work in it. According to a survey, where people were asked to explain their reason for entering and taking part in

NPOs, their answers were normally beyond of the money factor, and were mainly among the following six keys:

1. To help each others,
2. To be involved in their community,
3. To contribute to a cause,
4. To develop new skills and have new experiences,
5. To use their skills in a productive way,
6. To stay fit (physically and mentally). (Heyman 2011, 565-566.)

In general, all of the reasons can be either a desire to promote the welfare of others, or a desire to practice and develop oneself. Besides, there are also different reasons and factors explaining why people want to work in NPOs. However, both the six main keys and other reasons are generally addressing the following three approaches: cost-benefit, demographic and social-psychological, and environmental explanations. (Powel & Steinberg 2006, 528.)

The cost benefit approach explains that individuals join an organization or a NPO because it gives them certain benefits, which exceed the cost of membership. Those benefits can either be material benefits, solidary benefits or purposive benefits. For examples, the material benefits are tangible and visible, such as: a reward, a certificate or a special item. The solidary benefits are the interaction and the relationship one can get when taking part into NPO's activities. The last one, purposive benefits, is about the member's purpose is satisfied when joining the organization. In short, people get favourable things in return when they decide to join a NPO. (Powel & Steinberg 2006, 528-529.)

The demographic and social psychological approach simply describes that members of NPOs are found and recruited by other previous members. It means that people enter a NPO partly because of their friends or relatives are doing it and invite them to join. It makes sense since people tend to trust their friends' opinions than others. Especially, since friends normally share similar characteristics and interests, there will be more chances that they can influence on their friends to join NPOs with them. In addition, people who are in the same generation or have similar background can also affect each others. For instance, one can feel that many people like them are doing voluntary work, and it influences them to think about doing the same thing. (Powel & Steinberg 2006, 529-530.)

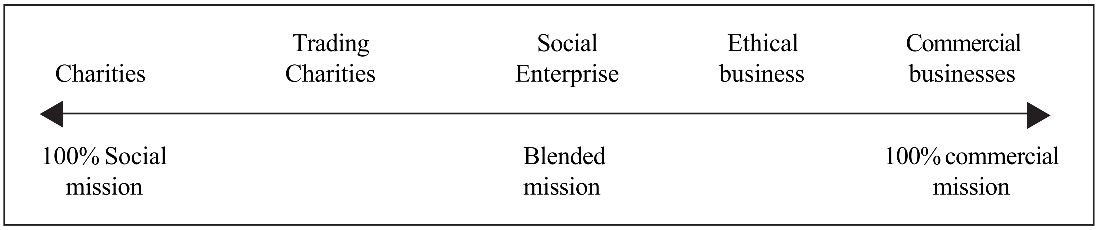
Moreover, the environmental explanation looks into the environmental factors, which can affect people to join NPOs. Especially, a lot of NPOs determine to save the environment and the nature, therefore people would want to join these organizations. It also argues that one may join a NPO in response to a threat or a disturbance in their area and their surrounding environment. For example, the living area seems to be polluted by some manufacturers, and local people may join force against it, or the global warming threats have created a lot of NPOs, which work in the environmental field. (Powel & Steinberg 2006, 529-530.)

In conclusion, the reason to work in NPOs is different and depends on each individual. However, people tend to find NPOs because they may satisfy a particular need, which is usually beyond the money or profit factors. Furthermore, taking part in a NPO can either help a person to learn and to develop a skill, or to pursue his or her own purposes in a social and working network, or in the environment.

2.3 Social Entrepreneurship – A new model for NPOs

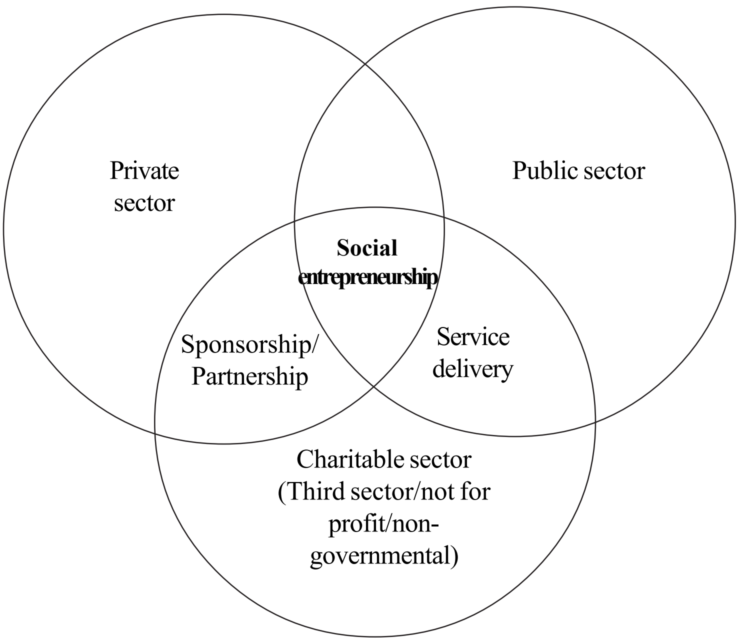
Today, things are changing fast. A major change can happen at any time, and it can lead to a new way of doing things. Hence, NPOs, like the others, need to be ready to change quickly to survive. For example, the gift from donors can be affected by many factors; therefore, NPOs should have different strategies to find resources in order to operate efficiently. Besides, the competition in non-profit sector is also getting harder and harder, that requires NPOs to develop further. As a result, the traditional NPOs, which rely heavily on donors, must find a way to be more effective. NPOs thinking and model also need to change and develop to be able to continue pursuing its missions. (Olberding & Williams 2010, 35-36.)

One of the new directions for NPOs is social entrepreneurship, in which a NPO can become a social enterprise. In general, a social enterprise or social entrepreneurship can be understood as: “you do business in order to solve social problems. You solve social problems by doing business. The business is the solution” (Clark 2009, 13). Unlike NPOs, social entrepreneurs and social enterprises do not rely on donations and gifts, instead they start their own business to generate profit, and use it to support their mission (Frumkin 2002, 130). However, a social enterprise also does not focus on maximising profits or shareholder value. Its mission lies in the middle of two extreme points: one is all about benefits for the society, and the other is purely making profit (Graph 1).



GRAPH 1. The Charity/ Social enterprise/ Commercial continuum (Adapted from Clark 2009, 19)

In addition, social entrepreneurship can also be understood as a mix of three sectors: private sector, government sector and non-profit sector. Its root still lies within the non-profit purposes and goals, but it combines all the strengths of the other 2 sectors. For example, social entrepreneurship deals with the welfare of the public as the government, but finances its activities by acting like a commercial business. However, because social entrepreneurship is the combination of the three sectors, it requires a lot of effort to put in, in order to be successful. (Graph 2).



GRAPH 2. The place of Social entrepreneurship between the traditional sectors (Adapted from Clark 2009, 14)

Furthermore, except for reducing the need for gifts, donation, and providing a reliable resources, a social enterprise helps to enhance the quality of social programs by increasing market discipline. The idea is simple, with the experience and knowledge of managing and utilising resources, which come from the business aspect, the organization will be able to make the best use of its resources to pursue its social missions. For example, the costs of implementing the social project can be reduced, and effective, otherwise, increase. As a result, the effect of a social enterprise can be more powerful than a traditional NPO. (Nicholls 2006, 208.)

In general, a social enterprise or social entrepreneurship is becoming more and more popular all over the world (Clark 2009, 17). It gives people, who want to do some good things to their society, more opportunities to do it. Instead of just doing voluntary work, people can actually start a new kind of business, where they can work to generate profit as well as benefit the society.

2.4 Finland NPOs

According to European Fundraising Association (EFA), in Finland, there are more than 130,000 registered NPOs (EFA 2011). However, a non-profit association, in Finland, can operate either as a registered or unregistered association. The difference between them is that registered associations have legal capacity, which means they can own property and sign contacts, etc. Meanwhile, the unregistered association does not have legal capacity, for example, it cannot acquire property in its name. (National Board of Patents and Registration of Finland 2011.)

In addition, the Finnish government describes a NPO as:

> A non-profit association is an organisation, meant to permanent, founded by several persons or several organisations having legal capacity, for the realisation of a common non-profit purpose. Non-profit association within the meaning of the Association Act differ from economic organisation in that they do not aim at gaining profit or economic benefits for the parties to them. The focus of the activities has to be in non-profit work. Political parties, trade union, athletic clubs, charitable organisations and hobby clubs are examples of non-profit associations within the meaning of the Association Act. (National Board of Patents and Registration of Finland 2011.)

Hence, a NPO can be founded by at least 3 people, who have legal capacity.

Furthermore, in Finland, to be able to raise a fund, a NPO has to get a fundraising license, which is issued by the police department. In order to collect the license, the organization has to prepare its fundraising plans and submit them to the police department months in advance. However, some groups like a day-care centre group, a school class or an established study or hobby group dose not need a license, if there is a legal competent person in charge. It means that a group of people can raise funds if it has a legal guardian, or it operates under a legal organization. Besides, the fundraising license can be granted to both registered and unregistered NPOs. (European Fundraising Association 2011; Ministry of the Interior 2006).

In conclusion, in Finland, a NPO requires at least three people, who have legal capacity, to form. In order for the NPO to raise a fund to operate, it needs to have a licence, which can be applied and collected in the police station. However, a group of people can also do non-profit work and practice fundraising, if they have at least one legal competent person with them.

3 FUNDRAISING

Fundraising is the “the raising of assets and resources from various sources for the support of organization or a specific project” (Heyman 2011, 292). It is also an essential activity of NPOs since they mainly operate based on donations and grants from others, such as: individuals, corporations and foundations. Therefore, fundraising should be mentioned whenever the NPOs’ topic is discussed.

3.1 Donors and their motivations

It is worthwhile for fundraisers to pause and take a look at whom they should search to ask for funds and understand the reason why donors want to donate.

3.1.1 Donors

A fundraiser should acknowledge that anyone could be a donor. The donor can be an individual or even a community group and a big corporation. They can be different persons, however they share a number of similar characteristics. For example, in the US, a survey has shown that the average amount of giving increases when you get older and reach a peak before you retire, or the higher the education, the more you may give. Especially, “there is a U-shaped relationship between income and giving. The poorest and the richest give a higher proportion of their income than the middle class”. The reason for that fact is because retired people normally do not have much income but they have rich assets. In short, people who normally give have shared a similar characteristic and it can help fundraisers to define who are the potential donors. (Heyman 2011, 298-303; Sargeant & Shang 2010, 62-65.)

Furthermore, donors can be classified into several stages, and these stages help fundraisers to target prospective donors and develop tailored strategies. For instance, the stages can included:

- New donors: people who are giving a gift or donate for the first time.
- Active donors: normally, they are people who have made a second donation, and one fact is that 25-50 % of first time donors never give again to the same organization, and about 60 % of two times donors give a third gift.

- Committed donors: donors who donate frequently, for example, it can be annually or monthly. Their donations are normally small but the giving is done repeatedly over time.
- High-dollar donors: donors who make the gifts, which is higher than the average donation.
- Major donors: donors who make a large donation and are classified as a major donor depend on each organization. For example, an individual who give a 10,000 annually can be defined as a major organization.

(Seiler, Aldrich & Tempel 2010, 224-225.)

Finally, one thing that should be mentioned is that individuals are the ones who gave the biggest amount of gifts to NPOs. For instance, according to a survey, individuals were accounted for 75 % of the total charitable giving in the US in 2008 and 2009 (Heyman 2011, 309; Sargeant & Shang 2010, 20-21). Therefore, fundraisers should pay more attention to individuals since they are the most generous group.

3.1.2 Donors' motivation

There are different things that can motivate a person to donate, and one of the theories, which has been mentioned in chapter 2.2.2, is the cost-benefit approach. Hence, donors give because they get things in return. For example, in some cases, the donors want to invest into the society, to improve the human condition. In other words, they want a "value-based return", where the education level is high and health care is improved in their communities (Heyman 2011, 310). Besides, a good community may give the donors a lot of things in return since the people may have a better chance to be wealthy and in turn may give some things back.

In addition, the donors give because of their self-interest. They may include:

- Self-esteem, where donors have a chance to feel better about themselves when they make the donation.
- Recognition, where donors are motivated by the recognition, which they can get from the organizations and the community where they live.
- Reciprocation, where donors may feel obligated to donate because they already have the relationship with the organizations and the fundraisers

- In memoriam, where donors give because the goals is remind them of a friend and a family member

(Sargeant & Shang 2010, 66-67.)

In comparison, James Andreoni - an economist, also explains the motive behind the donors by a few theories. The first one is the “public good theory”, where it shows that people believe “society as a whole will benefit from the donation”, and as a member of that society, they will also get benefits. The second one is the “exchange theory”, which similar to the cost-benefit approach, where a donor will get things in return for his or her donation. The last one is the “warm glow effect”, which is similar to the self-interest reason, describes that people give because the donation made them feel better about themselves. (Sargeant & Shang 2010, 68.)

In conclusion, donors basically have similar motives like other volunteers; the only difference is their contribution is giving gifts instead of actually working. One thing should be kept in mind that even though there are different reasons why people want to donate and give some things to others, however a person would not give anything until he or she is asked to donate (Sargeant & Shang 2010, 66).

3.2 Fundraising methods

Successful fundraisers should acknowledge that seeking for a gift is not a simple act, and it is an evolutionary process (Seiler et al. 2010, 215). The fundraisers need to design and follow particular steps to establish and develop the relationship between the donors and the organization. For instances, fundraisers should ask themselves the following questions: Where are we now?, Where do we want to be?, How are we going to get there? (Sargeant & Shang 2010, 115-116). Besides, fundraisers also need to make a research and screen out the most potential donors, prepare a proposal and other things (Heyman 2011, 326-332).

The first thing a NPO and a fundraiser should do and need to do is that they should make a self-assessment by revising their vision, their mission, and their purposes. It can help fundraisers to focus on what is important and remove the irrelevant things out of their plans. It also helps to motivate the fundraisers as they know and understand the importance of the funds to the organization. In addition, the revising will help fundraisers to identify who they should look at when they start to search for future donors. The reason is that the organizations' mission should align with the donors' mission. For example, a health care foundation is going to have more interests in a health care organization than the others. (Heyman 2011, 326; Sargeant & Shang 2010, 116-118.)

After revising and searching for the prospect donors, fundraisers should learn about the donors by asking a series of questions to find out their interests and their characteristics. For examples, fundraisers should find out if the donor has heard about their organizations before and whether he or she has any interest to know more. The fundraisers also need to know what are the top keys and the top qualities that the donor value. Especially, the fundraiser should learn if the donor knows any of his or her friends who might be interested in the organization's missions and are willing to introduce them. In general, the fundraiser needs to understand the donor as well as helps him or her to learn about the organization. As a result, the more the donor gets to know the organization, the more he or she want to be involved in the organization's activities, and gifts will be given to support those activities. (Heyman 2011, 326-328; Seiler et al. 2010, 215-216.)

The next thing, which also needs to be done, is to prepare a clear and simply speech for the donor. A fundraiser should make sure that he or she can present the organization's mission and vision clearly and easily to understand. Besides, a fundraiser should be able to explain who will be benefitted when the mission is fulfilled, what is the uniqueness in his or her organization, what the organization plans to do with the grant, and how the organization measures and controls it. To be able to do all of those things, the fundraiser needs to evaluate the organization capacity to see if it able to deliver its promise, and finally uses it as an evidence to prove to the donor. (Heyman 2011, 329-330.)

Finally, it is important to note that a successful fundraiser should have excellent skills on relationship building, transferring enthusiasm, and connecting the passions. The reason is that "seeking relationship with those who makes or recommends grants is what leads to securing funds" (Heyman 2011, 325). Therefore, a fundraiser should see the way to approach is more about the relationship and the connection than just a simple transaction. To be able do to that, a fundraiser should keep in touch with the donors by informing them about the organization's activities, the progress and the use of the donations.

To summarize, whenever thinking about asking for a grant, one should make sure that you know the reasons why you need to do it, know whom you will ask and prepare to ask clearly and interestingly. Especially, a fundraiser should acknowledge that the key of success is the relationship he can build with those who can provide the grant.

3.2.1 Direct mail

Direct mail is one of the most common tools for a fundraiser to recruit new donors and also keep in touch with old donors. Fundraisers can send mail to thousands, hundreds of thousands or even million people to get more donors at an affordable cost. The direct mail is belonging to the direct response group, which includes: direct response television, press advertising, direct mail, telemarketing, and other forms of digital and online fundraising. Direct response normally has 4 elements:

- An offer.
- Information for receivers to make a decision.
- An explicit "call to action".
- A means of response.

(Conors 2010, 95; Sargeant & Shang 2010, 240-248; Seiler et al. 2010, 223.)

To send mails to thousands or hundred thousands of prospective donors, fundraisers need lists of donors' name and information. The fact that everyone is different and belong to different kinds of groups, hence the list of donors also needs to be divided into several types. For example, some donors can be put in one group as they are in the same giving level or some can be classified based on their interest in the organization. The list can be made by the organization itself or rented and purchased from other organizations. However, the list should be checked and updated from time to time so that the list's efficiency is maintained. (Sargeant & Shang 2010, 248-251; Seiler et all 2010, 228-229.)

Another important thing, which direct mail requires, is the fundraising message. The message should fit with the image and mission of the organization. When writing a message, a writer should remember what he is trying to say, who is the receiver and how to express the idea clearly. For instance, the writer should consider the following recommendation:

- Use short paragraphs and vary the lengths.

- Get to the point directly.
- Use active verbs and words.
- Use “I” and “you” to make a message look like a conversation between 2 persons.
- Relate the story to the reader.
- Write the message with passion and honesty.

Moreover, the message should be written in a clear format and appropriate illustration. For example, the space between lines should be suitable to read. (Sargeant & Shang 2010, 267-269.)

In addition, the mail package should also be paid attention to. As it is stated above, direct mail, or a direct response group, normally has a message or a letter, a reply envelope, a response device, etc. The mail packages vary in size, shape, colour, format and are different from organization-to-organization, and region-to-region. For example, in the US, standard business-size letter packages are the most common and cost effective to use. However, more costly packages can achieve higher impact in some cases. Normally, ordinary packages are used for recruitment and more expensive packages are used in donor development. (Seiler et al. 2010, 230-231.)

To sum up, direct mail is a useful tool for fundraising. Fundraisers should keep in mind that the success of the method depends on the list selection, the offer or the message, the package’s design and especially the time of sending. (Seiler et al. 2010, 230.)

3.2.2 Special event

Special event is “a function designed to attract and involve people in an organization or cause”. In fact, most NPOs, large or small, need special events in order to recruit new donors, to deepen the relationship with donors, and of course to raise funds. In other words, special events serve the following purposes:

- Publicity: where special event spreads the words and attract new prospective donors.
- Fundraising: where donors have a chance to meet other donors and the organization, and where they can make donations.

Special events can either be gala events, parties, art exhibits, grand opening, or even celebrity events. (Seiler et al. 2010, 247; Kachinske 2009, 60.)

Special events can be divided into 3 kinds, which are based on its purposes. They are cultivation events, solicitation events, and stewardship events. The idea of cultivation event is to create the awareness and to get the interest of prospective donors and volunteers in the organization's programs. This event should focus on how to make people remember the difference and the uniqueness of the organization. Meanwhile, the solicitation event is an opportunity for an organization to ask the guests for a contribution of money, resources or a gift. In addition, the stewardship event is all about the donors, where organizations honour the donors. The organization will recognize the donors' contributions, the results and the use of funds, etc. In short, the stewardship event is where the donors can see the results of their contributions. (Seiler et al. 2010, 248-253.)

Furthermore, special events require a lot of attention to detail of responsible persons. The reason is that this kind of events deal with a group or even large group of people on a regular basis, therefore the fundraiser must prepare different scenarios in case unexpected things happen. For example, if an organization needs to rent a hall to held the events, it needs to make sure the contract is cover anything needed, such as: internet connection, electricity power, chairs, tables etc. or at least it should be stated clearly to avoid hidden costs. Besides, it is also important that the event is covered by insurance to avoid some accidents, which might happen. For instances, someone gets allergy by the food during the event, or some alcoholic problems. Any accident and liability can damage the organization's image. (Kachinske 2009, 62-70.)

Finally, it is important to note that special events are not for generating profit; the normal expectation is to come close to the breaking even point. However, event if the organization loses its money on an event, it might still reach its goal by gaining the awareness and image of the organization, which in turn will attract more donors and more financial contributions. (Kachinske 2009, 66-67.)

3.2.3 Online fundraising and social network

Online fundraising is becoming more and more important. According to a survey, which is done in the US in 2009, the growth of Internet fundraising has been significant over the years (Seiler et al. 2010, 236). Here are some numbers from the survey:

- The growth rate of online donors was 33 % per year from 2004 to 2008.

- Offline donors declined by 1 % during the same period.
- From 2007 to 2008, online donors increased by 39 % and offline decreased by 3 %.
- In 2008, online donors accounted for 9 % of donors and 11 % of donation.

(Seiler et al. 2010, 236-237).

There is no doubt that online fundraising can be a great way to attract donors and donations, however it is a challenging way for fundraisers. Fortunately, the secret of success on the Internet is simple: "it is to master the tried and true principles of fundraising and then apply them to the online environment" (Seiler et al. 2010, 235). The success, in addition, is first start at the homepage of the website and then the website itself. The reason is that the homepage is the first thing people will see when they go to the website, and an attractive and useful homepage can keep people stay and read it (Sargeant & Shang 2010, 278). Therefore, it is vital for an organization to have a good website.

According to Michael Dell, an effective website should include 3 keys elements, which are: content, commerce and community. It was explained that a good website should have detailed information on the organization, its mission, its causes, its activities. In short, the website should have anything that might make people interested in the organization. Besides, the website should also have the "commerce" element. Mr Dell saw that the extreme goals of the website are to deepen the relationship and to encourage "transactions" between donors, prospective donors and the organization. The last element is "community", which means the website should have an online community, for example: forum, discussion pages, and blogs, where people can communicate to each other and also talk directly to the organization. (Sargeant & Shang 2010, 280.)

Moreover, in 2009, a comprehensive study done by the Nielsen Norman Group, has showed that the two most important pieces of information people look at when visiting a non-profit website is the organization's mission, goals, objectives, work and how donations and contributions are used. Besides, the study also showed some common issues, which prospective donors have to experience when they discover the website. They have some problems with page and site design, and some unclear information or confusing terms in the website. (Seiler et al. 2010, 238.)

In short, a successful website tends to have the following characteristics:

- Accessibility: the website is easy to use.
- Accountability: the information is clear and correct.
- Education: the website provides new information and knowledge for users.
- Interaction: the website offers users different ways to interact with the organization.
- Empowerment: the website makes donors feel they have done some things or have an impact when they make the donation or take part in an activity.

(Sargeant & Shang 2010, 281-282.)

Furthermore, a social network like Facebook or Twitter is a great tool to connect with people on the Internet. Traditionally, an organization's aim is to drive more and more people to its website, and hoping that they will register as a user or make a donation. Social network, in other way, offers organizations a place where people are already gathered and spend most of their time online there (Hart 2010, 224). Hence, all the organization has to do is to blend in and create an official page for fans to discuss and give their opinions.

In addition, the difference in social network is that the organization does not have the control over the conversation in the network. It is either you walk away or you stay and listen to other people who are talking about you (Hart 2010, 226). This characteristic gives the organization a chance to listen to genuine opinions, as people can freely post their comments in the social network. For example, an organization can post a new idea or a concept in its page and see how people think about it.

In general, Internet offers a lot of opportunities for NPOs to attract new donors. It also has a lot of advantages like saving cost, information flies faster, etc. However, it is worth to note "you can't allow online to be the be-all and end-all" (Hart 2010, 231). There are things that people value and spend their time on outside Internet.

4 CASE STUDY: SORT WASTE – SAVE RHINOS PROJECT

Sort waste – Save rhinos (SWSR) project was a non-profit project, which was done by Nguyen Quynh Chi, an international student in Kokkola, Finland. Ms. Chi came to Finland in August, 2011 to study her bachelor degree in chemistry in Kokkola. At the moment, she is a 2nd year student at Centria University of Applied Sciences (UAS) in Kokkola, Finland.

4.1 Overview of the project

The project originated from an environmental course in Centria UAS, Ms. Chi's university. In the beginning, her task was only to present an endangered animal in class. However, after searching and reading about rhinos, she wanted to do more than just a presentation. Hence, she decided to do a serious work, where she can actually make an impact to the world. As a result, after deciding to do something, she started to plan her own project, which was later named as the "Sort Waste – Save Rhinos" project.

Furthermore, the project, as planned, started from 1/4 – 1/5/2012. During a one-month period, the project was divided into several phases, where Ms. Chi and her team worked to spread information on the method of sorting waste, as well as, to find donors to support the project. In the end, the project achieved its main goals, which are raising the awareness of students and the donations.

4.1.1 The goals of the project

The goals of the project were divided into 3 small categories, which were economical goals, environmental goal, and social goals.

The economic goal was about encouraging the recycling process in the international students area. As a result, Ms. Chi hoped that it might lower the costs to separate waste in the area for the local waste management company. Moreover, the social goal was to raise donations to support one of World Wildlife Fun (WWF) programs about saving the Javan Rhinos, one of the most endangered animals.

Finally, the environmental goal was to reduce the amount of rubbish going to landfill. The reason is that the waste management company could not separate everything, therefore there are valuable things that might be wasted and moved into the landfill. Besides, the project also aimed to raise the social awareness on environmental conservation of young people in the area.

In short, the project tried to raise donation to support WWF program, and to promote and raise social awareness on sorting waste and environmental conservation, especially in the student community.

4.1.2 The targets of the project

The local companies and the international students in Kokkola were both targeted in this project.

The project needed to have resources to achieve its goals; hence it decided to raise donations from local companies and associations. The targeted organizations included the university, the local waste management company, banks, the housing company and other small restaurants in the area. In addition, the project set a goal to raise an amount of approximately 350 euro to send to WWF.

The other target group was the international students in Kokkola, who normally live in 3 specific neighbourhoods, which are reserved for them. The number of students in the 3 areas was estimated to be approximately 240 students, as there are 88 apartments and normally 3 students within 1 apartment. The reason for focusing on students was the sorting waste situation in the areas was not good. All kind of waste was mixed up and was put in garbage bags; some were not event in a bag. Then they are gathered into large garbage can outside the apartment areas, where the local waste company will come weekly to collect all the waste. (Graph 3).

GRAPH 3. Garbage in one of the student areas in Kokkola.

4.2 Project implementation

Officially, the project took place during April 2012, however, it was actually prepared and implemented in the middle of March 2012. Therefore, the implementation of the project will be presented in two following parts: March 2012 and April 2012.

In March 2012, Ms. Chi started her own project by making a small research on the sorting waste situation and the awareness of international students in the area. She tried to interview approximately 30 random students in Centria UAS, and asked them about their practice of sorting waste as well as their knowledge on the environment. The results from the research indicated that most of the students have good knowledge about the environment as well as sorting waste. However, the majority of the interviewed students did not separate their waste, even though they acknowledged that separating waste is a common thing in the area.

Some popular reasons for the students' behaviours were laziness and they did not see anyone separating waste in the student neighbourhood. In addition, some replied that because of their cultural background, as most of the international students come from developing countries, they did not separate waste. Besides, they said that the recycling instruction was old fashion: too much text and no illustrations; hence lots of students did not event read the instruction. Especially, some answered that sorting waste is a good idea, but the benefit of it is too general and abstract for them, they need more specific reasons for doing that.

After the small research, Ms. Chi asked for suggestions and comments from friends and professors at the university. She got the suggestion that in order to raise money for the project, she need to have support from an individual or organization, who has legal capacity. She tried to talk to the R&D department of the university, and as a result, the university agreed to be her partner and her guardian during the project. Besides, the university also helped her to contact potential donors in the area, and opened a bank account for donations.

Furthermore, since the project focuses on the student area, Ms. Chi decided to make an appointment with the housing company. Her intention was to get the company's help, as the project will benefit them. After the meeting, the company agreed to support her project by allowing her project to be implemented in the student areas, which belong to the company. They also put her project idea in the website of the company to spread the words to their customers. In addition, Ms. Chi also tried to contact the local waste management company, however, it was not successful as there were no replies from the company in March.

Moreover, during that time, she had been preparing and writing a proposal. The proposal contained her ideas and her specific plans for the project. It was planned to send to partners and donors in the area. She also worked on the project's poster. After that, she asked for help from friends to check and make a Finnish version of the proposal and the poster. Besides, the languages were also checked and edited by an English professor in her university. Especially, Ms. Chi made a short video clip, where an international student explained in detail the benefits of waste, how to sort waste, and encouraging people to separating waste in their apartment.

Finally, at the end of March, 2012, Ms. Chi started to build a team to help her in the next step of the project. Most of the team members are international students and have already helped her to prepare during March. The majority of the team also come from the same country with the team leader, Ms. Chi. All the team members were explained by Ms. Chi about the importance of sorting waste, as well as her plans in the next step.

During April, when the project was officially started, it was divided into 5 smaller phases, and each phase was done by different groups of the team.

The first step was planned to be from 1/4 to 5/4. During this time, the team got the recycling diagram from the local waste management company by downloading it from the company's website. The team also collected the "Letter to students" from the housing company, where the project was recognised and encouraged students to take part in the project. Besides, all the copies of the recycling diagram, the letter and the poster were printed in colour, and the university supported with the printing costa. Later, the project's information and posters also appeared on the information board and the TV-screen in the university to spread the news to all students.

The second phase was intended to be from 1/4 – 7/4. The project team and the university contacted local organizations to announce them about the project, and also to book time for a funding meeting. As a result, the team later had appointments with one of the local banks, as well as one person in the city council. Especially, during this time, Ms. Chi went to talk directly with local restaurants, pubs and clubs to tell them about the project intention and also asked for empty bottles and cans, as the value of a bottle or can is from 15 to 20 cent in the market. The money collected from the bottles was used to finance the project in the next phase.

The third phase was mainly focusing on preparations for the next phase. It started from 1/4 to 8/4. In this phase, the team prepared a gift package, which was given to each student apartment. The package included:

- An envelope with the name of the university in the top, and the envelope was decorated with images of rhinos.
- A short letter from the housing company, which remind students that separating waste is obligatory.
- A mouse pad and a pen from the university library.
- A recycling diagram and a project poster.
- Several magnets, which are used to stick the diagram and poster to a metal surface (for example, fridge's doors).
- 2 garbage bags, one black and one white.
- A paper with information about the costs of sorting waste each month for each apartment. The envelope also contained the information where the cheapest garbage bag can be bought.

The next phase was about to come and meet students in their apartment. This phase was planned to be from 10/4 – 27/4. During this time, the team come to the three areas, where most of the international students live. The team gave one package to each apartment, and asked for time to talk with them about the waste management and the environment. There were some apartments, where no one was at home, the team put the package to their mailbox. Besides, the team also tried to ask for the students' opinions and suggestions on how to improve the sorting waste situation. Especially, some students' replies were recorded and later the videos will be sent to the housing company.

The last phase was done at the end of the project. This phase lasted from 28/4 to 1/5/2012. The money collected from donors was sent to WWF. The team also had meeting to discuss about the work during 1 month, as well as, prepared a document to summarize their work and their results, and to report to its partner: the university, and donors: the local bank and the city council. Especially, in the end of the project, Ms. Chi tried to contact the local newspaper and asked whether the project could be published in the newspaper to spread the words to everyone. However it didn't happen because the team could not afford to do it.

4.3 Project results

After one-month period, the project was finished and it was considered to be successful by the project leader, Ms. Chi. All the suggestions, interview video, and report were sent to the project's partners and donors, so that they could learn about the actual implementation and results.

The project team had raised more than 20 euro (approx. 100 bottles) from the empty bottles and cans, which were given by local restaurants and pubs. The money was used to support the project. Especially, the team had also raised 500 euros from local bank and the city council. This money was sent to WWF in May as the team promised. After that, during the summer, Ms. Chi received a letter from WWF, which expressed their gratitude to the team and confirmed that the money was received.

Besides, the team had directly met with most of the students, who live in the students' apartments. They had discussed and explained the situation, as well as, the benefits of sorting waste to the students. All of the students said that they would follow the project's suggestion after the talk. Surprisingly, some students have always practiced waste sorting, even though theirs room mates did not. Some of students' ideas were documented and sent to the housing company as a suggestion from the students' community.

In addition, in terms of the goal of reducing the valuable waste to landfills, unfortunately, there was not any official data and information about this matter. The small number of the student community in the area is the major reason, and also partly because the team could not make a connection with the local waste company in the beginning. However, the team believe that it did attribute some efforts to the waste management situation in the area. In the end, after the project was finished, Ms. Chi did receive a compliment from a manager from the waste company, and the manager expressed he would definitely support future projects.

To sum up, during one-month period, even though there was some results that could not be measured immediately, the project team managed to achieve its main goals. The team had raised the students' awareness about waste management as well as the endanger animals. It also succeeded to collect money to donate to the WWF. In short, the "Sort waste – Save rhinos" project was a success to Ms. Chi and the team.

5 CASE STUDY ANALYSIS

5.1 Project idea analysis

The idea of the "Sort Waste – Save Rhinos" was mainly about raising funds to support wildlife conservation by doing a good thing to the society. It was an interesting idea, because it tried to solve the waste problem in the student areas, which a person from the city council said, "it is a serious issue and the waste company really want to solve it".

One of the strengths of the project idea was that it focused on two realistic issues, which are the nature and the waste management problems. This is an important point, as these issues can be observed in everyday life, and they are, in fact, relate to each other. For example, unprocessed waste can pollute the living environment as well as the nature in general. Many people, especially Finnish people, also concern about the problems since Finland is famous for its care for the nature. Hence, in the beginning, of the project had easily attracted attention from the university and the local organizations.

In addition, the idea of the project is new, simple, and especially it required a small budget to implement. In fact, this project is one of the first things to remind the students about waste separation and recycling after their move in instructions. Especially, despite of a small budget, the project can make a huge impact, if it is done properly. For example, if the student community recycles and separates waste, it will make a better living environment and can save time and costs for the local waste management company. Besides, the project can be expanded into larger scale in terms of its target and its impact. For example, it can be done in other area where more people live and the waste situation is not good.

On the other hand, the idea still has some weaknesses. The idea was not considered carefully in terms of result evaluations. Some results of the project are difficult and require a lot of information to measure. For example, it can help the local waste company save costs, but it is difficult to measure how much is saved, as the target is small. It may also take a long time to see the results of the project, as it takes time to observe the change in the recycling process as well as the change in nature.

5.2 Team analysis

The “Sort waste – Save rhinos” was mainly done by Ms. Chi, however she had a small team, which had helped her to do the project. Therefore, her role and the role of others will be analysed separately.

Firstly, Ms. Chi was the leader of the project and one of the most active members of the team. She was the one who gave the idea of the project to other members and encourage them to do it with her. Her passion and her effort were the main reason why the project was successful. In the beginning, when all the other members were lacking experiences and shy to do the work, Ms. Chi had encouraged them by showing that even she did not have the experience, she still did it. She said that “we are allowed to make mistakes, and we will learn how to do it by doing it”. For example, with the lack of knowledge on how to do a non-profit project, Ms. Chi had written a proposal and convinced the university to help her with the project. She also arranged a fundraising meeting with the bank all by herself, and received their donation. Her charisma and her actions had pushed the others to overcome their shyness and take part in the project.

On the other hand, as a leader, Ms. Chi still needs to be careful when making plans and managing the time. For example, because of her passion, she had a lot of ideas during the project and tried to work on all of them. However, they were time consuming, and some ideas were cancelled after a few days. As a result, the resources were wasted and the team was late with the main plans. Besides, at the end of the project, Ms. Chi had appeared to be losing her passion, and it affected the whole team spirit. Her way of balancing on studying, working and relaxing was the main reason. During that time, she still studied at the university, and also worked on the project at night, hence she did not have much time for resting and other leisure activities.

Furthermore, Ms. Chi’s role was very essential to the project, but the other team members also took an important role during the project time. They mostly came from the same country with Ms. Chi, but there were a few who were African and Finnish students. Besides, most of them are business students, hence, they gave Ms. Chi lots of valuable suggestions on how to market the project, etc. Especially, most of the team members have the same nationality, therefore, the team had minimized the misunderstanding issues between different cultures, and the cooperation between team members was easier. However, the same nationality in the team was also a negative thing. It was more difficult for the team to comprehend other countries' cultures, as their targets are international students. Another weakness of the team was that everyone depended on the leader, as it showed at the end of the project.

In short, the whole project team was a strong team. All of the team members were young, hence they were full of energy and were willing to try different ideas. Unfortunately, this is also a weakness in the team, as all of members did not have much experience. However, the team had a passionate and full of energy leader, who could inspire other members and encourage them to work hard. It also had good team members, and everyone was willing to do more extra works. They also were excellent students at the university, and had good knowledge on business and marketing. As a result, the team had achieved all of its goals during the one-month period.

5.3 Project's SWOT analysis

A SWOT analysis will be used to analyse the project in terms of preparation, implementation and results. The analysis can give the project team a better view of their project, as well as help them to work more efficiently in other projects.

5.3.1 Strength

In terms of preparation and implementation, the first strength of the project is that the operation area was small. The team members were mainly working between the student apartments, the university, and the city centre, and all of them are near to each other. It only takes 15-20 minutes of walking from one place to the others. In case of distance between 3 students areas, the distance was much shorter (5-10 minutes). It saved a lot of time, and it was convenient for team members to do the work. Besides, a small research was also done in order to see whether the project idea was practical or not. As a result, the study indicated that most of the international students did not separate waste, and the project could continue.

Another strength was that the team had a good proposal, which expressed clearly and passionately its ideas and intentions. The proposal showed to the reader that this is a serious project and it has a legal capacity to raise money. The proposal also explained the impact and how the project could benefit everyone, which includes the students, the partners, the donors and the society in general. Moreover, it described briefly in detail each step of the project, how the resources and supports will be used. In short, the proposal had showed to donors a potential project and it proved that the project was planned carefully.

Furthermore, during the project, the team had good skills on how to use their existing resources. For example, they asked for help and valuable advices from professors in the university, as well as other students. They also used social media like Facebook and Youtube to spread the words to more people in the area. The project video on Youtube had made a very good impression to the partners and donors. In addition, the team was also very creative when collecting empty bottles and cans, which was not only to show that they care about the environment, but also helped to finance the project by converting the bottles to extra cash.

Moreover, even though the whole project team did not have any experiences in fundraising at that time, they still managed to do a really good work when meeting with the donors intuitionally. The team leader, Ms. Chi, had tried to gather all the basic background of the prospect donors, such as their professionals, their interests, etc., before meeting them. She said that: “It could be used to help us to create a connection with people”. Also, the team did prepare on how they should present the project’s idea by discussing and making a list of what they should say to the donors.

Especially, the project team had a good and useful gift package. The envelope was decorated with rhinos, which were drawn by a team member. It also provided to the students with small things like information on waste managements, colourful poster (APPENDIX 1), magnets, nylon bags, etc. The goal of the gift was to get students’ attentions and show them the usefulness of waste separating. One interesting thing about the gift package is that even though there were a lot of things inside, one package did not cost a lot of money, as most of them were gifts from the university, the partners and donors.

Another strength of the project was the help from the partners: the university, the library, local restaurants, and the housing company. Because of their supports, the project needed a very small budget for operating. In fact, the university offered extra help by printing the posters, and the cost of magnets was from the bottles and cans money. The partners also helped the team contact the proposed donors faster, as they already had a network. Besides, the university was a legal guardian for the project team, so that they can practice fundraising without any legal problems.

Finally, in terms of the results, the strength of the project was that team members had exceeded their goals in fundraising activity. The team had raised 200 euro more than its original target. They also got positive feedback from the students, the university and the donors about the project. The donors said that they were happy and satisfied with the project's results. Especially, their work has got the attention of the local waste management company. At first, the company did not reply to any message of the team, but at the end of the project, the team leader had received a call from the company. They complimented the team as well as the project idea.

In short, the project had done a great job in the preparation part, as it had chosen a suitable target as well as a convenient location to work. The project's team had a good proposal to show how things will be done. They knew how to exploit their existing resources, which in turn minimised the costs of the whole project. Besides, the team had creative ideas throughout the project, which helped them to achieve better results. Especially, they had established a good connection between the team and the partners and the donors.

5.3.2 Weakness

In terms of preparation and implementation, the whole project still had several weaknesses. Firstly, the project team lacked experience and resources. Nobody had any experience in this kind of project before, therefore it took a lot of time for Ms. Chi and the team to plan and decide what to do. Also, because of the limitation in resources, the team could not do all of the plans, for example, an article in local newspapers, a better magnets, etc. This also might have affected the results of the project.

Secondly, the team had problems with time management. The reason was partly because most of their time was for studying in the university, team members had to work and prepare for the project in the afternoon and at night. Therefore, in some situation, they were lacking time for the project. Too many ideas was also another reason, as the team tried to do all of its ideas in order to improve the results of the project. As a result, some plans and ideas were cancelled during the project, and at the end, some members were stressed with the pressure of time.

Thirdly, the team made a mistake of choosing the time to do the project. Nobody in the team realized the problem, until a comment was given by a donor that “April is not a perfect time to do the project”. The reason is that the semester finishes around the end of April and the beginning of May. Most of students will go for a holiday, or return to their home countries, hence there will be a few less who stay in Kokkola. It, in fact, may affect to the results of the project, as after the summer holiday, many students might forget about the project. However, on the other hand, as students moved out, they will clean the house and throw away stuff, and the team can see the results of their project sooner than they have planned.

Fourthly, another of the weakness of the project was their goal for the donation. It was relatively small compared to other environmental projects, and it could be reached with only one donors. This is because of the difference in culture when the leader thought that in her home country, that amount of money was good enough. As a result, even though the raised money exceeded the expectations, the result could have been better if the team had set a higher goal in the beginning.

In terms of the results, as it has been mentioned before in part 5.1, the results were difficult to measure. It was difficult and required a lot of time to draw any conclusions about the change in the students’ behaviour. It is also worth mentioning that all the students come from different backgrounds, and the team did not have any special strategy for different groups of culture. Therefore, the project’s effects will be different to each student. This problem may also affect donors’ decisions, as it show that the results might be inefficiency.

In conclusion, the weaknesses of the project were mainly due to the fact that all the team members were lacking experiences in the non-profit field as well as project management. It caused the team a lot of mistakes and waste of time during the project. Besides, as stated above, the project could have achieved a better result, if the time of implementation was chosen more carefully.

5.3.3 Opportunities and Threats

In terms of opportunities, the project created a chance for a new project to follow up after the summer holiday. For example, another project can be done to continue to encourage students to practice in waste separation. Besides, the connection has been established between the team and the partners and donors, and especially the compliments from the local waste company, next project will be likely to receive their full supports. In addition, other similar projects can be implemented in another country, when students return to their home countries and tell about their experiences.

Furthermore, the concern of Finnish people for the nature and the environment is an opportunity for the project team. As people will listen to the team as its goals benefit the environment and the society. Therefore, there are possibilities for similar projects to be implemented in different areas in Finland. The size of the project will also be increased as the size of the target and the area are bigger. As a result, the original idea would make more and more impact to the environment.

In terms of threat, the biggest threat for other upcoming projects is that students are often changing every semester because of graduation, exchange and transfer programs. In order to overcome this problem, the time for the project should be considered carefully so that there is enough time for students to receive the information and change their minds. For example, the best time could be in the beginning of the academic year. The different backgrounds of the international students is also a threat to future projects, as it is difficult to have a good strategy when the targets are very diversity in terms of culture.

6 RECOMMENDATIONS

Based on the literature and the case study, a practical guide (check list) can be suggested in order to help people who have no experience, but are interested in non-profit projects. Besides, this is not a step-to-step list of how to do a non-profit project, it only proposes some important points that one should not forget when doing a project.

- Find a legal guardian – a serious project always needs one. Non-profit law is varies from country to country, region to region, therefore it is essential to have a person who is legally competent. The legal guardian can be a university, a company, or an organization.
- Do a small research to determine whether the project idea is good and possible, as there are always gaps between hypotheses and reality.
- Determine the project goals and make it "an anchor" of the whole project. During the project, it is easy to go into the wrong direction, remembering why and what do you want to do can keep the whole project to stay in the right direction and avoid waste of time and other resources.
- Choose carefully the right time for the project, as the right time can improve the results significantly.
- Make a detailed plan and consider distributing time efficiently. It is also important to delegate the power and responsibilities to the right person, so that all the work does not have to fall into the leader.
- Too many ideas and plans are not good things, it is better to put all your efforts on a few main points, which you can do best.
- Prepare a simple and interesting proposal and a speech, so that you can get people's attention.
- Do not hesitate to ask for support and help, as it has been mentioned in the literature: "People normally do not give until they are asked to do so". Therefore, remember to:
    - Ask friends to join the project with you, as friends normally share similar interests, and they will be likely to agree with you.
    - Ask for help, support from organizations that have some relations with you or the project.

    - Ask the partners and donors to introduce the project to their colleague, as they normally have their own network.
- Building a good relationship with partners and donors by:
    - Remember to learn about the partners and donors before meeting them to show that you are interested in them.
    - Remember to create a win-win situation between the project team and the partners and donors. Put yourself into their perspectives and see what could be the best solution for both sides.
    - Keep close contact with partners and donors, and always report the work's progress to them. It is important for donors to know how their gifts are used and it will decide future donations.
- Utilise your existing resources and advantages, such as: youth, knowledge and your own network.

In general, the most important thing when starting and doing a non-profit work is the intention or the motive behind. The purposes must be good so that it can attract people's attention. Especially, when doing non-profit work, it is essential to trust your intuition, as your desire is to promote good things to people and your intuition can lead you to that goal.

7 CONCLUSION

This thesis introduced students and fresh graduates, especially business students, into non-profit sector. It gave a basic idea about the sector, which exists to do what the other sectors (private and government sector) have failed to achieve. For instance, a charity organization tries to give poor children chances to study, as they could not afford to study in private school or not qualify to study in public school. It also explained the differences between the non-profit sector and the government and industry sector. For example, the most significant difference about the sector is that the ultimate goal is for the good of everyone, not for generating profit. Especially, this paper indicated that the non-profit sector is always changing and developing by showing a new model of NPOs, which is social entrepreneurship. Social entrepreneurship can be said as a mix of the three sectors and it enhances the efficiency of the traditional NPOs. It gives the NPOs more resources and useful tools to work as well as to attract more people to join its cause.

Besides, since the most obvious characteristics of this sector is non-profit, this study also showed an important element of the sector, which is fundraising. Most non-profit organizations rely heavily on fundraising in order to survive and operate. This thesis explained how the fundraiser could work by showing who the donors are, and their motivations and interests. Additionally, it pointed out that whether one is willing to volunteer or give things to NPOs, they all have the same intentions, and they just act in different ways. It also described some strategies and methods that a fundraiser could use to ask for gifts and financial donations, such as direct mail, special event, online fundraising and social network. These methods are also developing over time, and thanks to the development of technology, these methods could be integrated to each other, so that they can maximize the result.

Furthermore, “Sort Waste – Save Rhinos”, a non-profit project, was presented as a case study. The case study showed how a non-profit project works in real life. The project dealt with the waste management situation in a students’ community. By doing that, the project also raised money to support a wild animal conservative program. A detailed analysis in terms of the original idea, project team, and SWOT analysis were used to show an objective view of the project. In addition, from a case study, a checklist was established to help people avoid common mistakes and enhance the project's results. Moreover, from the case study, the results show a non-profit work is not entirely different from for-profit work. It still requires the same skills in business in order to do a non-profit project, such as financial skills, marketing skills and management skills, etc.

In conclusion, it is not difficult for anyone to start a non-profit project or start to do some voluntary work. Especially, with the development of social entrepreneurship, a person has more chances to both work to earn profit and promote the welfare of the society. Hopefully, this fact can encourage people to consider working with a non-profit organization or to become a social entrepreneur.

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THANK YOU FOR SORTING WASTE!
SORT WASTE—SAVE RHINOS PROJECT
PURPOSE OF THE FUNDRAISER:
RAISE MONEY AND DONATE TO WWF (World Wildlife Fund) - one of the world largest conservation organization people sorting waste through “REMINDER MAGNETS” program.
POTENTIAL CHANGES:
Reduce the amount of “wrong waste bags” in TANKKARI apartments in 1 month.
Promote and raise social awareness on environment conversation by encouraging people, especially foreign students who live in TANK-KARI apartment to sort waste.
DONATION TIME
01/04/2012–07/04/2012
FUNDRAISING GOAL: 350 EUR
WAYS TO SUPPORT FOR THIS PROJECT:
Sponsors can donate money and magnets directly to project team to further the project’s objectives.
BENEFITS OF BEING OUR SUPPORTER:
Promote your organization ecological concern by affiliate yourself with this environmental project.
To “adopt” a particular environmental cause, demonstrating the company’s willingness to put your money and your reputation on the line.
=> Building the positive public image in the community!!!
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