CAKI HÅNDBOG

**A handbook for students
in the art schools**

FUNDRAISING

Published by
Center for Applied
Artistic Innovation

FONDEN FOR ENTREPRENØRSKAB
MEDLEM AF JA WORLDWIDE

CAKI

CAKI Handbook
Fundraising

Contents

PART 4: ADDITIONAL DOCUMENTS

PART 5: WHEN YOU APPLY

PART 6: OTHER TYPES OF FUNDRAISING

The money is out there

Writing an application is relatively simple, but writing a good application may require more work than you think.

This publication is aimed at fundraising for novices and experienced fundraisers alike. If you belong to the latter group, you will likely find that you are already familiar with a lot of the contents of this publication. However, there is always a chance that you will learn something new, possibly the very thing that makes your next application successful.

Whether you are trying to raise funds for a small or large undertaking, or whether you are applying for funding for development, projects or business ideas is not particularly important. You may need funding to realise a small work of art for an exhibition or to produce an album. You may be a group of people trying to raise funds for a festival or a theatrical play. Whether you are fundraising for a large or small endeavour, there are some basic points you need to be aware of. These are reviewed in this handbook.

Fundraising can entail other things than sending off an application. It can also be about crowdfunding, fundraiser events, sponsorships, partnerships and other funding opportunities.

Regardless of your approach to fundraising, you ought to plan your fundraising work and maintain a financial overview of your project's development, needs and opportunities. Also, you should be able to state specifically what it is you want foundations to help you with.

The biggest contributors to artistic and creative projects are public and private sector foundations. That is why this handbook primarily focuses on how to prepare a good grant application to these foundations. However, the topics we touch on in this handbook can also be worth reading if you are working with other types of fundraising.

Structure of the book
This book is divided into six sections that take you on a step-by-step guide through the things you need to know to submit a stellar grant application.

PART 1 Preparation
PART 2 The application
PART 3 The budget
PART 4 Additional documents
PART 5 When you apply
PART 6 Other types of fundraising

Happy reading!

PREPARATION
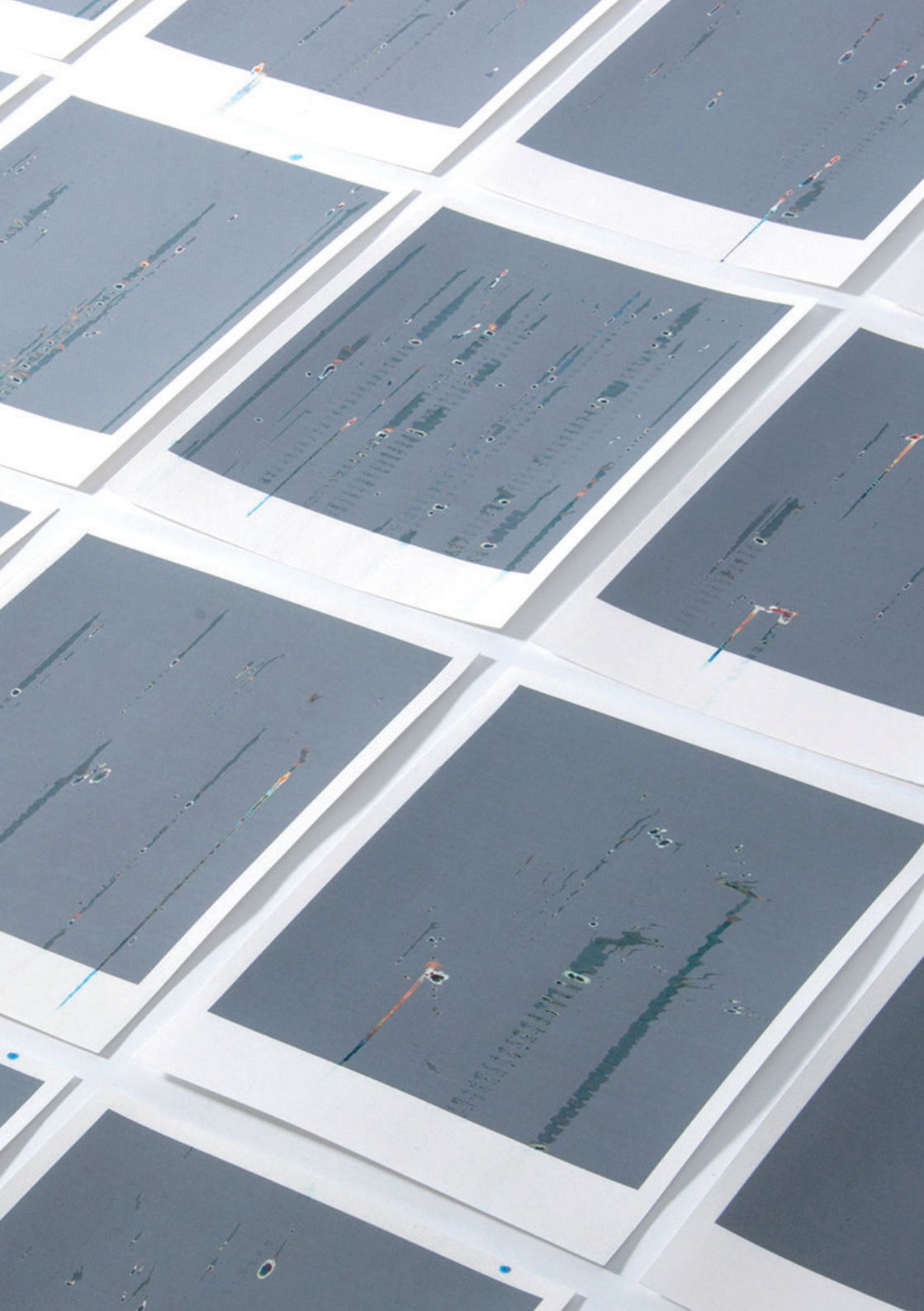
Getting off to a good start

Fundraising can be hard work. Before you get started with fundraising, here is some general information and helpful advice to keep in mind along the way.

Take your fundraising seriously
If you take your fundraising seriously and do a good job, it is very likely that the recipient of the application will also take it seriously, which gets you through the first selection.

Be in good time - make a plan and stick with it!
Start your fundraising as early in the process as possible. This ensures that you not only get the opportunity to submit applications to more foundations, but also shows the recipient of your application that you are a timely individual who is on top of things.

Quality and talent
A good application presupposes a good, qualified and well-developed idea, as well as the talent and qualifications to bring that idea to life. Keep in mind that the burden of proof is on you. You should be able to make others see what makes the project relevant and interesting and that you (or your project group) possess the talent and qualifications to make it a reality.

Make a system out of your fundraising efforts so you don't have to start from the bottom every time

Focus on developing, qualifying and refining your idea or project

Compile a set of convincing material and argumentation

Get a handle on your budget

Be realistic - avoid being greedy or overly optimistic about expenses

Visibility - show that you can take your project all the way with dissemination, communication, PR or marketing

Organisation - show that the project has the necessary competencies and partnerships to realise the vision of an ambitious level

Plan your fundraising

You can raise funds for pretty much anything. For example:

Project development
Research & Development
Collaborative projects
Production
Post-production
Design & implementation
Evaluation & Dissemination
Marketing & Visibility
Training (workshops, courses, etc.)
Events (festivals, releases, etc.)
Work- and travel scholarships
Artist Residencies
Daily operations (administration, insurance, etc.)
Entrepreneurship
Further education & professional guidance
Scholarships for studies and social causes
Unsolicited/open scholarships
And much more...

Types of funding

There are different types of funding opportunities available. The ones relevant to you depend on the nature of your project.

Generally speaking, there are three different types of foundations:

• Public funding pools

• Semi-public funding pools

• Private foundations

Private foundations

Private foundations are typically scholarships, marketing schemes (schemes that promote a business in one way or another) and non-profit foundations. Many private foundations only support specific areas, but there are also foundations that change their focus areas on a regular basis. When contacting private foundations, be sure to address your application directly to them and the cause they have chosen to support through their foundation.

Semi-public funding pools

Semi-public funding pools are typically trade unions, NGOs, and industry & interest organisations such as lottery foundations.

Public funding pools

Public funding pools are state funds, regional and municipal funds, and international funds such as Nordic funds and EU/UN funds.

Public funding pools are set up to support specific purposes. This can be an advantage for you if you are prepared to angle your project so that it's suited to the funding pool you are submitting your application to. It's not a given that angling your project requires changing its core purpose; often, it's sufficient to expand the target group or commit to a more ambitious dissemination effort.

Be prepared for the fact that public funding pools are inflexible. They have been established through legislation and are politically governed. Public funding pools from the Danish state or EU offer the possibility of granting large sums of money for your project. There may be schemes, programmes or funding pools that are a perfect match for your project, so make sure to look into what types of projects the funding pools support and not least why they have been set up to support those projects.

Municipal funding pools and schemes often have short application deadlines and typically support a wider range of issues than government funding pools. Check relevant municipalities for culture and development funding pools, for instance.

Government funding pools typically have long application deadlines. Note that they also have extensive auditing and reporting requirements.

Finally, there are the EU funding pools. Applying for these funds is often complicated, takes a long time, requires serious co-funding and also comes with extensive auditing and reporting requirements. If you are looking for less than DKK 1 million in funding, consider whether they are worth the effort.

Regardless of whether you are working on a comprehensive project as large as the Roskilde Festival or a minor exhibition project at your local art gallery, it can be very helpful to plan your fundraising efforts in advance.

Start by researching foundations, scholarships, grants and any other type of financial assistance relevant to you or the project you are seeking to obtain funding for. Look through foundation and scholarship handbooks as well as online foundation databases.

In the back of this handbook, we have included references to different places where you can find lists of foundations, scholarships and funding pools.

Create an annual overview for deadlines so that you are always prepared for upcoming application deadlines.

By planning your fundraising efforts, you save time and allow yourself to invest your energy into other work. You only have to create a foundation overview with associated deadlines once a year, which saves you the trouble of having to look up funding opportunities every single month.

TIP
When applying for funding from public funding pools, do your research before you get underway. Call the people administrating the funding pools, use their forms and respect their deadlines.

The fundraising calendar

The foundations available to you depend on your project or idea.
Consider the components that make up your own project; for example,
does it fall under

Performing arts, visual arts, music?

Several, interdisciplinary artistic categories?

Is your project innovative or important to the development of creative growth?

What's the target group of your project?
The average Danish family, children, young people, artists,
intercultural groups?

Is it intended for a local, national or international audience?

Be realistic about the actual nature of the project and prioritise your content; what elements make up the core of the project, and what elements and activities are secondary and complementary?

Once you have completed that part of the work, there's no way around the next step; reading through all the foundation and scholarship descriptions to determine which ones are relevant to you. Call the foundation or the grants administrator any time you're in doubt about something.

Set aside a couple of days for this part of the work. The good news is that you only have to do this once.

Once you have determined which foundations are relevant to you or your project, insert their application deadlines into your calendar.

For example, it could end up looking like this:

TITLE	CONTENT	DEADLINE	SENT	RESPONSE
Carlsbergs Mindelegat	sports, culture and education.	continuous	Yes	Yes DKK 5,000
Carlsbergs Idélegat	activities within the fields of culture and recreation	1 April – 1 October	No	
Trygfonden	To make Denmark a safer place to live	1 March	No	
Augustinus	Arts and culture	1 September	No	

PART 2

THE APPLICATION

The application

The next step is to ensure you include the right content in your application. You should have the following material ready, which you can then update as needed:

Project description
Budget
Activity/time schedule
CVs

Additional documents that may be needed:

Elaborated budget
Dissemination plan
Communication strategy
References/recommendations
Portfolio
Press Material

Be mindful of the fact that every foundation and funding pool has their own set of documentation requirements. ALWAYS read through the application instructions carefully. Typically, you should take note of the following requirements:

Do they have a special application form? Are there any special budget requirements?

How should the application be submitted? What documents do I need to include?

How many copies do I have to submit?

Your work process

The way you choose to approach this work depends - among other things - on how you prefer to work and whether you are several people working together on the project in question.

Our recommended process is as follows:

Start by drafting a preliminary project description that's about a page long.

Based on that preliminary project description, create a basic activity plan; what activities need to be completed in order to make the project a reality?

Based on the preliminary project description and basic activity plan, make a draft budget; what's it going to cost to carry out all those activities?

This allows you to quickly get an overview of what the intention of the project is, what needs to be done to make it a reality and what it will cost.

At the same time, it ensures that you consider from the very start that there needs to be a direct connection between the content, activities and budget of the project.

The project description

Your application material will often require two different project descriptions:

- An overall text that describes the entire project. This text usually has to be attached as a supplementary document to the application. Ideally, it shouldn't be longer than one or two A4 pages.

- A description aimed specifically at the foundation or funding pool you are submitting the application to. This content of that description is drawn from the overall project description, highlighting the components or activities of particular relevance to the foundation or funding pool.

Some foundations have application forms that only allow you to describe your project in 10 lines or less, which means you have to attach the more detailed project description in the annex.

Our focus in the following is how to write the overall project description. Before you begin writing the project description, it can be helpful to qualify your idea or project by reflecting on your intention and the content of the project.

Get inspired
If you could use some inspiration for how to qualify your project, consider reading the CAKI Handbook: Idea development and project management

Here are some questions you can ask yourself when seeking to quality your idea or project:

Is the project's objective or goal clear?

Is the concept targeted and precise?

Are you contributing with something new - are you innovative?

Are you personally passionate about the idea or project?

What is your message, your passion?

Who will the project make a difference for?

Why is the project interesting to them?

What's your intention with the target group?

Are there several target groups for your project?

How do you intend to reach them?

Is your project unique? If so, how?

Are there similar projects/activities on the market?

If yes, how does your project distinguish itself?

Test your idea - does anyone else think it sounds good?

The text

Good writing conveys a message as clearly as possible from a sender to a receiver. It also helps substantiate the credibility and relevance of the project.

A lot of people tend to engage in excessive navel-gazing when describing their project. Some have a tendency to convey a submissive tone, while others describe their project somewhat pretentiously.

When writing your application, keep in mind that to the people who will be assessing your application, your credibility is just as important as how good your idea is. You demonstrate credibility by showing that you believe in your project and that you're passionate about it (after all, if you aren't excited about it, why should they be?), as well as by demonstrating that you or your team possess the skills and vision to successfully carry out the project.

At the same time, your application should engage the reader. It ought to contain something of interest to the person reading it.

Last, but certainly not least, your application ought to be a good read; always make sure to proofread, and don't allow any language or grammar mistakes to make it as far as the reader.

In the application and the rest of the appended documents, you need to describe your idea and intention specifically and build an argument for why it's worth funding.

You need to be able to explain the following:

Why the project is necessary:

Why the world (and you) need this project to become a reality

Your passion:

How passionate you are about what your project contributes to others

You are a good and reliable project manager:

You are capable of carrying out the project as described

A convincing budget:

You appear financially responsible and able to set a realistic budget

Dissemination, PR and marketing:

You know where, how and when to reach your target group

Structure of the text

The way you choose to structure the text in your application can help draw the reader into your idea and your project. That's why you should write the application with your reader in mind so as to ensure they get a clear understanding of what the project is about and how you plan to make it a reality.

It's often a good idea to start off with a descriptive, catchy headline; something that piques the reader's interest right off the bat. This is important in application contexts, as your project probably is in a pile with lots of other great applications, and it helps to ensure that your project stands out from the rest.

Try to make the writing short and precise, beginning with the most important information. Consider also the style and tone in the text;
it shouldn't be too dense, but it also shouldn't be too light either.

Try employing a mix of short and long sentences, which makes the text more lively and helps keep the reader focused. Write simply; it's easier to understand than using big words and convoluted sentences.

Write in layers:

A descriptive, catchy headline

Intro: An elevator pitch of 1-5 lines

Info: who, what, where

Argumentation and context

Tie a bow – flick the tail

The content of the text

As mentioned earlier in this handbook, the text ought to

    Be precise, descriptive and concrete
    Support your credibility
    Be ambitious without being pretentious
    Avoid coming off as navel-gazing or submissive

We have listed some rules on the opposite page that you can try to follow when descri-bing your project.

Get to the point!

Be specific in your description of the project and content.
Try writing briefly and precisely, leading with the most important information. Create a good overview of your application by writing in layers, with subheadings if relevant. This helps ensure that the reader skims through your entire message, making them want to carefully read through the whole text.

Address the reader

Compose your application so that you end up highlighting the aspects of the project that relate to the foundation's goal(s). It can be helpful to use the foundation's own language, terms and jargon - in moderation, of course, and only when relevant to your project.

The writing style

The first ten words set the rhythm and style of your application. A rocky start to your application can be difficult to remedy later in the text. In fact, it's more likely that the rest of your application will also lack the kind of flow you want. Make sure to use active sentences and formulations.

Intelligent without being boring

Avoid using (too many) technical terms and trying to make it all sound very cerebral. The reader needs to be able to stay with you all the way through the application without feeling like they're are being spoken down or up to.

Name drop

Feel free to name drop a little if it can help the recipient better understand your project. For example, you can compare your project with something or someone you presume the recipient knows.

Engage the reader

Create vivid imagery, surprise them, use emotions and humour. Include examples so that the reader can visualise what you're writing about.

Coherence

Make sure that your application reads like a single document without any loose ends and contradictory information.

Tips and tricks

TIP

Every sentence should only contain one message. Imagine you're holding 20 balls. If you throw all of them at once, the recipient doesn't stand a chance at catching them. On the other hand, if you throw one at a time...

TIP

Read the application out loud to yourself. Does it have a natural flow? If not, then imagine telling a friend about your project. How would you formulate yourself? You may also want to look over your period and comma placement; usually you can hear where the characters ought to be placed when reading the text out loud.

TIP

If you don't have any experience writing applications, here's an ingenious trick: Once you have described your project, copy-paste the end of your text up to the start. It's often the case that you need to 'warm up' before getting to the most important points at the end, and those are what you should be leading with!

See the example on the opposite page.

Under this section, I really want to explain how we always need to 'warm up' with our writing and that the more we write, the more specific we become. This is because we end up becoming clearer about our own project when we have to sit down and describe it, but often, it takes us an incredible amount of time to actually get to the point even though we may believe that everything we write makes sense from the start. But why burden your poor, busy reader with a load of fluff when you could just turn the whole text on its head? Give your reader the most important information first. Copy/paste the end of your text to the top of it. This is a simple yet ingenious writing tip that will revolutionise your life!

This is a simple yet ingenious writing tip that will revolutionise your life!
Copy/paste the end of your text to the top of it, giving your reader the most important information first.

Why burden your poor, busy reader with a load of fluff when you could just turn the whole text on its head?

Often, it takes us an incredible amount of time to actually get to the point even though we may believe that everything we write makes sense from the start.

This is because we end up becoming clearer about our own project when we have to sit down and describe it. The more we write, the more specific we become. So, copy/paste the end of your text up to the start. It's guaranteed to revolutionise your writing and rock your readers' world.

Here's yet another example of how you can improve your writing. The following text comes from a random project description retrieved from the internet:

"Voxshoppen in the local, regional and global community
The association Voxshoppen is an association with many faces, and in the following, we will describe how we believe we place ourselves in the landscape, or more specifically how we relate to the nature, town and community that makes up our external environment at the local, regional and international level. Our vision for Voxshoppen is that, with its varied offering of art and cultural production, it will attract practitioners as well as consumers of art from the local hinterland, region and the rest of Europe. With a mixed crowd of regular users, guests in open workshops and attendees in international artist-in-residence workshops, the old brickworks will once again come abuzz with life, creativity and an entrepreneurial spirit.

How many balls are being thrown in the last sentence?

With a mixed crowd of regular users, guests in open workshops and attendees in international artist-in-residence workshops, the old brickworks will once again come abuzz with life, creativity and an entrepreneurial spirit.

There are six balls in that sentence:

1. With a mixed crowd of regular users,
2. guests in open workshops
3. and attendees in international artist-in-residence workshops
4. the old brickworks will once again come abuzz with life
5. creativity
6. and entrepreneurial spirit.

If you change the order of the items in the text and add periods and commas so that there's only one message per sentence, you could rephrase it as follows:

The old brickworks will once again come abuzz with life, entrepreneurship and creativity.
This will happen as a mixed crowd of regular users, guests in open workshops and attendees in international artist-in-residence workshops occupy the brickworks.

Our vision for Voxshoppen is that, with its varied offering of art and cultural production, it will attract practitioners as well as consumers of art from the local hinterland, region and the rest of Europe.

Simply put, you can easily improve the quality of your application by taking the time to revise and edit it.

Budgeting

It's absolutely essential to the credibility of your application that your project description and budget appear in sync. If you have an activity plan - which we recommend - it obviously also needs to match up with the project description and budget.

A project must be financially feasible, and you need to prove that with your budget. Accordingly, when making the budget, it's important that you are as accurate as possible so as to avoid spending more money than you'll have at your disposal.

The budget is an outline of the project's estimated income and expenses. Familiarise yourself with the individual budget items and look into the price of each item. Use Google, make some calls and collect the price quotes you need.

If you have followed the recommendation we gave on page 18, you will already have a draft budget based on your preliminary project description and basic activity plan. This will have given you a good idea of the financial side of things if you are to carry out all the project activities.

If you haven't done so already, now's the time.

It can be helpful to make two budgets:

One for your own use, in which you specify the individual budget items.

A condensed version for the foundations (max. 1 page).
In the condensed version, you consolidate your budget into a number of main items.

Many foundations have a specific budget template that you will be required to fill out. Use it!

Many foundations will ask you to attach a more detailed budget in the annexes to your application. Even if a foundation does not request a more detailed budget, it can be a good idea to attach one anyway. Demonstrating that you're on top of the project finances helps underscore the robustness of the project as well as your credibility.

When making a budget, it's important to make sure you've considered every possible expense. In the following pages, you can view an example of a project budget and download budget templates we have created for you.

It can be a good idea to include self-financing in the budget. This demonstrates a willingness to personally invest in the project.

Whether you can add a fee for yourself and other project participants depends on the content and intention of the project. When in doubt, ask the foundation.

If there are several phases to your project, you may need to make several budgets for the same project. For example, you could have a development budget for the development phase and a production budget for the implementation phase.

To begin with, it can be helpful to divide the budget according to the project's overarching activities.

For example, the overarching activities could be:

   Pre-production
   Production/implementation/manufacturing
   Post-production
   Visibility - PR and marketing
 Administration and project management

You can then proceed to brainstorm the individual budget items under each of those activity groups. For example:

Pre-production
Booking
Meetings
Transport Food & beverages
Accommodation
Prototype

Production/implementation
Production teams
Artists
Equipment
Subcontractors
Materials
Copyrights
Sound and lighting
Stage
Scenography
Security
Photographer
Meetings
Transport
Food & beverages
Accommodation and travel expenses
Cleaning

Post-production
Finishing touches
Evaluation
Budget follow-up
Special equipment
Transport
Food and beverages

Administration
Project Manager
Coordinator
Producer
Fundraiser
Researcher
Employees
Facilities
Internet and telephone
Office supplies
Insurances
KODA
Subscriptions
Auditor
Lawyer
Accountant

PR & Marketing
Website
Advertising
PR employee
Graphic artist
Printing
Distribution
Photo and video

Depending on your project, you may need to make several different types of budgets.

For example:
Project budget
Development budget
Event budget
Operating budget

Go to the website to download budget templates.

Example of project budget, version 1

Remuneration	
Remuneration: curator and project manager	35000
Materials	50000
Freelance consultant	5000
Transport costs and travel expenses	2000
PR (e.g. ads)	1500
Artist fees	50000
Facility rent + electricity, water, heating, cleaning	5000
Office supplies	500
Mobile phone	500
Representation and meeting expenses	1000
Administration	350
Insurances	1000
Contingencies (5% of budget)	7560
Expenses in total:	158760
Revenue	
Sales - bar - entrance fees	10000
Grants from foundations:	
Statens Kunstråd	50000
Trygfonden	20000
Nordea fonden	20000
Københavns Kommunes kulturpulje	15000
Carlsbergs Idélegat	27000
Self-funding	16760
Revenue in total	158760
Result	**0**

Example of project budget, version 2

Some foundations prefer the format in example 1;
you shows that you have a funding plan and highlights that you are contributing with
your own money.

However, it can also be a good idea to avoid putting a specific figure on the amount you
are applying for. In such cases, you can apply for the maximum funding and refer to your
budget,

which will therefore look as follows under the revenue section:

Revenue	
Sales - e.g. bar - or entrance fees	10000
Self-funding	16000
Revenue in total	**26000**
Result	
Expected total costs	158760
Expected total revenue	26000
Result	**- 132,760**

If you opt for that model, you should inform the foundation what other foundations you
have submitted applications to and avoid specifying the exact amount you are applying
for.

What amount of funding should you apply for?

There are different strategies for how much you should apply for.

- Consider each specific foundation or funding pool.

- Select budget items that are particularly relevant to the foundation.
  This could include production expenses if the foundation prioritises the production of works of art, or dissemination aimed at a certain target group that is also the foundation's target group.

- You can refer to the budget deficit.

- You can also apply for 'What the foundation deems reasonable in relation to the project's total expenses'.

In some cases, you also have the option to call and ask the foundation's secretary or board whether they have any preferences or limitations in relation to your project and the amount you are applying for.

Remember to always save receipts!

You need to use your receipts as documentation for the final accounts, which also serves as the documentation you submit to SKAT and foundations. Some foundations revoke their funding if you are unable to append valid receipts, and you may also run into deduction problems with SKAT if you are unable to document your accounts.

Budgeting tips

Build up your budget around the project's activities

Brainstorm on expense items

Make a clear and easily readable budget

Be realistic! Avoid under- or over-budgeting

Be as accurate as possible –
Obtain quotes/offers and attach them to the application if relevant

It can be useful to make budgets for three different scenarios:
Plan A, B and C.
Plan A is the one you send to the foundation.
Plans B and C are for yourself in the event that you don't obtain all the funding needed for plan A.

Be realistic and consider factoring in unforeseen expenses (e.g. tacking on an additional 5% to the total expenses of the budget)

Always make your own separate budget, which you can also use for budget follow-ups and accounting

Some foundations have special budget templates - use them!

You can add your own and more detailed budget as well

Further reading
For expense items relating to communication and marketing, see
CAKI Handbook: PR and communication

Further reading
For inspiration on how to come up with all the activities that your project, see
CAKI Handbook: Idea development and project management

PART 4

ADDITIONAL DOCUMENTS

Activity plan

Not every foundation or funding pool requires you to append an activity plan to your application. Nevertheless, we recommend including an overview of the project's activities with your application.

Why? Because:

- An activity plan provides an overview.

- An activity plan can form the basis for the project's budget, as the activity plan highlights costs that the project will incur over time.

- An activity plan also shows the foundation that you know what you're doing. It helps demonstrate that you are capable of carrying out the project. Finally, it also creates trust, and if you don't build trust in your project and the project management, it will prove difficult to obtain financial backing.

An activity plan can vary in terms of comprehensiveness depending on the scope of the project. On the following page, you will find an example of a very simple activity plan.

Further reading
If you want to read more about activity plans and planning, see
CAKI Handbook - Idea development and project management

Example of an activity plan

Development & Start-up	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Application material	▓											
Research	▓											
Fundraising	▓	▓	▓	▓	▓	▓	▓					
Project plan	▓											
Finding volunteers		▓										
Booking facilities		▓										
Flyers/posters: Graphic design			▓	▓								
Flyers/posters: Print					▓							
Distribution											▓	
PR & Press relations									▓	▓	▓	▓
Website					▓	▓	▓					
Production												
Preparation					▓	▓	▓	▓	▓			
Completion											▓	
The event												▓
Sending out invitations												▓

Visibility

Communication, dissemination, PR, marketing...
Based on the content of your project, you should always include a plan in your application for how the funding provided by the foundation to you or your project will be visible to others.

The type of visibility that's relevant to your project depends on its content.

For example:

You apply for funding for a study/research trip, and you offer to share your experiences with future applicants (other students or colleagues).

You apply for funding to release an album and submit a promotional plan.

You want to put on a performance or exhibition or hold a festival, so you attach a PR and marketing plan.

You apply for funding to create a video work for an exhibition and attach the exhibition venue's communication plan.

You can ask yourself the following questions and prepare a dissemination plan based on your answers:

How should the project come to life aside from the process of working on it?

Who are your target groups

What communication channels will be employed to reach them

How will people be able to buy/experience/benefit from the project

How will you share the experiences that you've gained from the project

Are there any media partners involved

Further reading
If you need inspiration for how to go about the promotion, dissemination, PR and marketing of your project, helpful advice can be found in our CAKI Handbook – PR and communication

CV

You should always append at least one CV to your application.

If you are applying on behalf of an association, you should attach the board members' CVs and perhaps also a CV of the association itself.

If you are applying on behalf of a comprehensive project, e.g. a festival or major exhibition, it's a good idea to include the CVs of the key organisers. This could include the project manager, coordinator, curator and finance manager.

If you are applying for funds on behalf of an association, festival or a project that has already been underway for some time, it's often a good idea to attach a CV for the project, association or festival.

CVs come in many different forms. What matters most is that the CV is consistently structured, e.g. chronologically.

Adding headings can help the reader find their way around the CV more easily.

Further reading
Go to CAKIs website and get the CAKI Miniguide on how to create a personal CV or project CV.

Try to limit CVs to a single page if possible.

Similarly to the budget, a CV should be clear, transparent and credible.

Why should a CV always be appended to an application? Because:

The CV tells the foundation or funding pool administrator who they are giving the money to. It's not enough to simply tell them what they are funding.

The CV can help build confidence in your application, as it provides a record of your previous accomplishments.

If you are applying on behalf of an association or recurring event (such as a festival), it's therefore also a good idea to include the association's or project's CV.

Partnerships

Most projects have partners and/or stakeholders. These could be involved in the project's development, realisation, dissemination and follow-up/evaluation processes.

If so, attach an overview of your partners to your application, as this can provide an extra boost to the project's credibility. If possible, attach partnership agreements or letters of interest from partners.

If, for example, you are applying for funds for studying a semester abroad, you can get your teacher, principal or mentor to write a statement on your behalf, which you can attach to the application.

Some of the things your partners/stakeholders can do to help include

Providing a recommendation

Actively contributing to the project

Contributing to resources (facilities, etc.) Writing/reviewing/disseminating (e.g. media

partners)

Producing (contributing to the production process)

Selling (sales and distribution)

Additional documents

Sometimes, a foundation may request additional documentation. You may also have some additional documents that would further support your application and which you therefore ought to include.

This could be:

Recommendations and references
It's always helpful to show that there are others, who have confidence in you and your project. You should therefore remember to obtain statements every time you've completed a project or been employed by someone. Ideally, those statements or recommendations shouldn't be about a specific project - they should instead be relatively general in nature, allowing you to use them in different contexts.

Portfolio
It may be relevant to you or your project to attach a portfolio to the application. For example, if you are applying for funding to complete a work of art for an exhibition, it would be both relevant and interesting to the foundation to look over examples of your previous work.

Promotion plan
If you are applying for funding for a project such as releasing a music album, you should also include a promotion plan.

Press material
If you have previously received good publicity for a project, include press clippings.
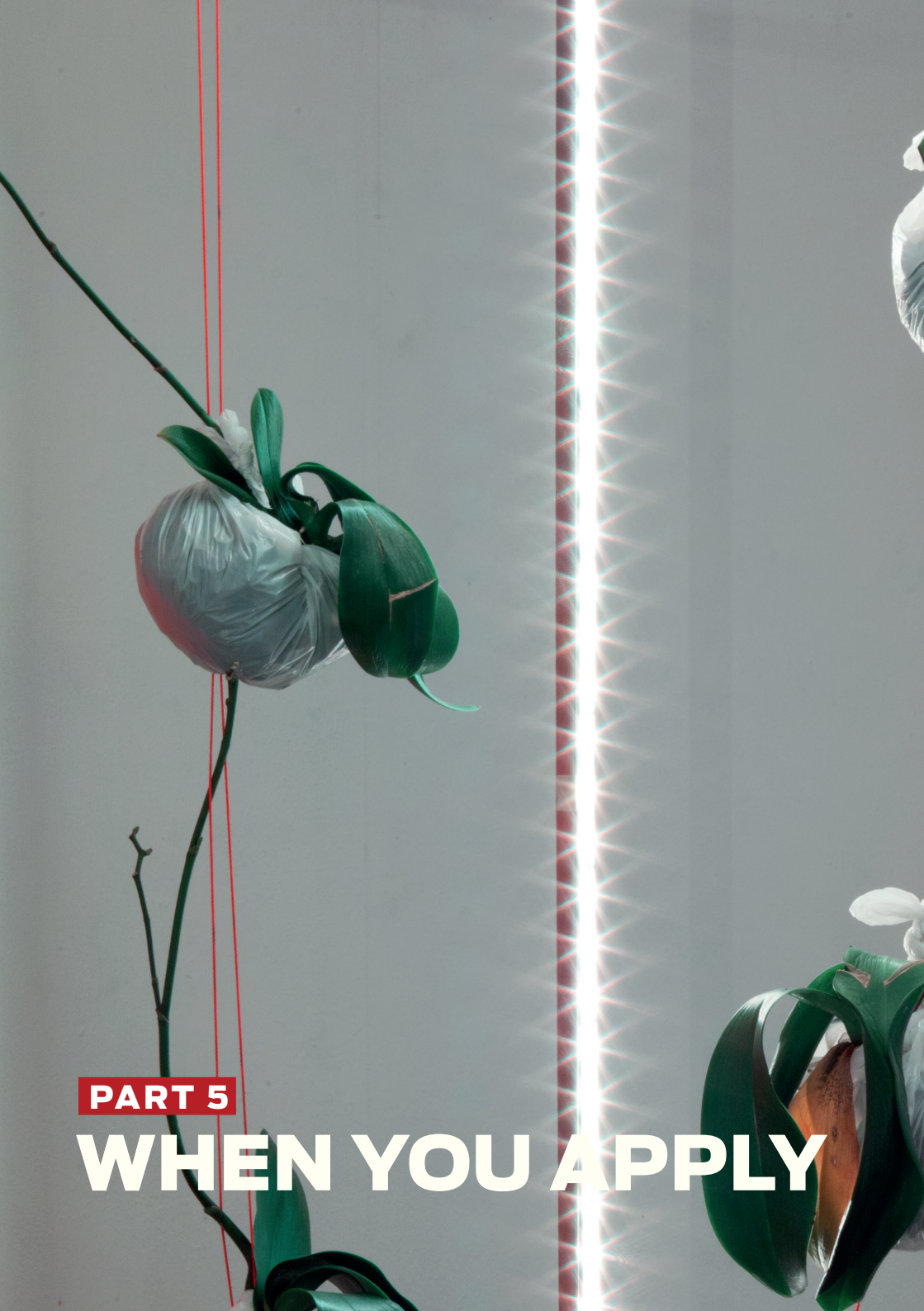
PART 5
WHEN YOU APPLY

When you apply

It's always important that you familiarise yourself in detail with all the criteria and requirements of each individual foundation or funding pool. Otherwise, you risk wasting your time on an application that doesn't meet the foundation's funding criteria, or you are having to repay the funds due to not meeting the documentation requirements.

Typically, you should take note of the following:

Deed of foundation (in Danish: fundat):
What is the purpose of the foundation or funding pool

Forms:
Are you required to use the foundation's own forms

Payout criteria:
How and when the funds are disbursed

Documentation criteria:
The type of project documentation required by the foundation

Budget follow-up:
Do you need to submit the project accounts to the foundation at the end of the project

Reporting:
What (if any) reporting requirements are attached to the funding

Keep track of your applications

It's important that you keep track of your applications to ensure that you don't end up submitting an application for the same project to the same foundation twice.

The best way to avoid that is to keep your fundraising calendar up to date. You may recall our example of a fundraising calendar:

TITLE	CONTENT	DEADLINE	SENT	RESPONSE
Carlsbergs Mindelegat	sports, culture and education.	Continuous	Yes	Yes DKK 5,000
Carlsbergs Idélegat	activities within the fields of culture and recreation	1 April - 1 October	No	
Trygfonden	To make Denmark a safer place to live	1 March	No	
Trygfonden	To make Denmark a safer place to live	1 September	No	

Rejections

Getting a rejection does not necessarily mean that your idea or project isn't good enough. Usually, it simply means that there had to be made a difficult choice between a large number of good and qualified applications.

Another reason could be that you submitted your application to a foundation that prioritises other areas than the one your application focused on.

However, if your application is repeatedly rejected, another reason could be that your application is not up to par. For example, your budget may not be convincing, or you may have neglected to attach CVs and thereby not informed the foundation to who they would be granting funding to. You may also have failed to describe your project in a way that makes sense or excessively gone on about aspects of the project that matter to you, but not the fund.

If that case, it's a good idea to take a second look at your application. You can either seek inspiration among other applications or get a fresh pair of eyes to look over your project. Get someone else to read through your application. How can you better communicate your idea to make it appear as a project that the foundation ought to support with funding? Review your attached documents; does the budget, organisational outline, marketing & PR strategy, etc. look OK? Get back on that saddle and keep trying!

When you receive funding

So, your application was approved and you have secured the funding you need for your project. Now you have to keep track of the strings attached to the grant and how the money will be paid out.

Funding disbursal
Contact the foundation to clarify whether you can get the funds paid out in advance or whether you will only receive them once the project has been completed.

Follow-up
Does the foundation need to see the finished product? Will you be expected to submit regular reports? Does the foundation have evaluation forms you need to complete? Or would they be happy with a simple thank you note?

Accounting
Determine in advance what accounting requirements are associated with the funding. For example, do you have to keep the foundation continuously informed if your accounts deviate from the budget? What documentation requirements exist in relation to receipts and invoices? Does the foundation require your accounts to be audited by an external party?

It's important that you clear up these questions and meet any requirements the foundation or funding pool have, as they are otherwise entitled to withdraw their funding if you fail to meet them.

PART 6

OTHER TYPES OF FUNDRAISING

Sponsors

There's a difference between foundations and sponsors. Whereas foundations often support a cause or purpose - something they want to strengthen or change - sponsors buy a product. Typically, that product is marketing or experiences for the sponsor's employees or customers.

If you want to work with sponsors, you therefore need something you can sell, and you need to be good at selling it.

Sponsorship agreement
Your partnership with a sponsor is laid out in a sponsorship agreement. The agreement represents the deal reached between you and the sponsor, defining what the respective parties will contribute to the partnership.

In a sponsorship agreement, you sell communication value to the company, which gets good publicity out of the deal. The right sponsor can give your project an image boost as well. A good sponsorship agreement is one where you both get something out of it.

The project owner's motives in a sponsorship agreement:

Financial support

Recognition: a well-chosen sponsor can raise the visibility of the project vis-á-vis a new target group or create goodwill for the project.

Network: the right sponsor can help you make inroads to new networks.
Development opportunities: e.g. physical products that can improve the project.

The sponsor's motives in a sponsorship agreement:

Visibility and marketing of the company's product and image.

Employee benefits: a product or experience for the company's employees (or customers).

Personal interest: the company is particularly interested in the project's content and wishes to support it.

Tax benefits: the company can obtain tax deductions from sponsorship contributions.

Finding a sponsor

A sponsorship agreement creates opportunities to introduce new ideas and initiatives into the partnership.

Don't hesitate to consider alternative ways to do business with the company. For example, you could purchase and raise awareness of their product while they sponsor your start-up equipment. The sponsor could also offer prizes for a competition while you raise awareness about them in your marketing efforts.

Finding a sponsor who's the right match for your project requires preparation. Consider carefully what you want from your sponsorship agreement, and find a solution that fits your project.

Once you select a sponsor, you will automatically become affiliated with that company's views and values. You should therefore familiarise yourself with the company before contacting a potential sponsor. Can you support their values?

Once you have found a number of promising sponsors, contact them with a detailed description of your project or the product you want to 'sell' them. Tell them what target group you can help them reach. Pitch your project as well as possible to pique the company's interest and entice them to negotiate with you. Send them an e-mail and follow it up soon after with a telephone call.

Think creatively

The quick solution is to get a company to sponsor products for an event, e.g. with beverages, food, earplugs, etc. This reduces the project's expenses and raises the visibility of the company's product vis-á-vis their target group. You can use a sponsor for that, or you could think more creative in terms of a partnership with a sponsor.

Look for common denominators

Search for companies that share your project's target group. For example, if you're looking for a company to sponsor your venue, the audience visiting the venue should be ideal buyers of the company's product.

The agreement

If the company decides to enter into a partnership with you, the next step is to write up a sponsorship agreement. Clearly define both parties' success criteria for the partnership and lay out in detail what this entails in terms of the contribution each party is expected to make.

Staying on good terms with your sponsor

Even after you've signed the agreement, the partnership doesn't stop there. Make sure to stay in regular touch with your sponsor to maintain their continued support for your project. A sponsor wants to feel exclusive and special, and it's your task to make sure they do; keep the company informed about your project, invite them to relevant events or find some other way to give them a special treatment.

Set boundaries

Sometimes, you may have to say 'no' to a sponsor. A sponsorship agreement typically requires a degree of compromises. Consider every now and then whether the sponsor meets an actual need for the project. Always keep the purpose and direction of your project in mind to ensure the sponsorship agreement remains relevant. Make sure from the very start to limit the sponsor's influence on the artistic content.

Some sponsors can be demanding in terms of pushing their own agenda, and they can entice you with large (and sorely needed) sums of money. Don't allow yourself to be seduced; think twice before saying yes!

Crowdfunding

Crowdfunding entails raising funds through a 'crowd', which is typically a collection of private individuals and people in your network.

When crowdfunding, you need to set up a campaign for your idea or project aimed at a target group - such as your friends and family - and give them the option to provide financial support to you or your project.

You can choose to post your campaign on a crowdfunding platform alongside other ideas and projects. This allows other people besides those in your private and professional network to discover and donate money to the project.

Crowdfunding is hard work; you need to build a great campaign and keep the wheels moving while the funding period is underway. Crowdfunding platforms always have a deadline for you to raise the funds you need, and if you fail to meet the required funds by the target date, all your supporters will get their donations reimbursed, leaving you with nothing.

If you think crowdfunding might be worth looking into, take a closer look at some of the most popular platforms such as Kickstarter, Indiegogo or Boomerang.

Where do you find the foundations

Legatbogen
Free to use platform targeted at students:

Legathåndbogen (The Scholarship Handbook)
Denmark's biggest search engine for foundations and scholarships.

Public libraries
You can visit any public library in Denmark to use 'Kraks Fonds- og Legatvejviser' and Billesøe & Baltzer's 'Vejviser til legater og fonde'. Available in book form and digitally.

kunst.dk
Statens Kunstfond. Sign up for the newsletter.

Kulturkontakt Nord
The primary gateway to the Nordic Council of Ministers' distribution of cultural funding. Sign up for the newsletter.

Udlodningsmidler.dk
An overview of funding pools financed by lottery foundations.

EU funding

The European Union has a considerable budget, much of which is distributed to various projects.

However, obtaining EU funding can be a difficult process, and the administration and reporting process can be arduous, not least in terms of regular audits. We recommend only looking into obtaining EU funding if you need a large amount of funding (+ 1M Dkr.) and you have a partner who can apply on your behalf and administrate the post-funding process, such as a municipality or large professional organisation.

You can look further into the EU's different funding mechanisms at Creative Europe or Central Danmark Media Desk Denmark.

There are also a number of other foundation databases that you can use by paying a one-time or subscription fee. These are typically quite expensive. The same goes for fundraisers you can find online; professionals who offer to put together a list of potential donors and write your applications on your behalf.

Choose the solution that works best for you and your budget.

Good luck!