

FUTURE OUTLOOK OF A SOUTH AFRICAN NPO:

FORMULATING A FUND- RAISING STRATEGY AND CREATING AN IMPACT REPORT

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Executive summary

Young Bafana Soccer Academy is a South African non-profit organisation (NPO) that focuses on the holistic development of children in one of the Western Cape's poorest areas. Founded in 2010, they use the power of football and education to provide children between the age of five and eighteen with a diverse set of skills they need to realise their potential in life. In this way, the organisation aims at breaking the vicious cycle of poverty and providing all beneficiaries with a goal, a direction and a change in life. Young Bafana has been developing significantly since its establishment and currently finds itself entering its next phase of growth.

In this project, we have been assigned to assist the organisation in the first steps of the above-mentioned subsequent stage on a diverse set of business areas. To be more specific, the first and most substantial part of our work concentrated on the creation of a **strategic fundraising strategy**. This was done with a view on enabling Young Bafana to seek funding opportunities beyond their personal network in the current competitive and challenging fundraising landscape. Subsequently, as a means to increase the accountability and transparency of the non-profit to a meaningful extent, we considered the topic of **impact reporting** and all its practical aspects. Further, since the organisation is looking to invest in their own facilities and home-ground, an additional component was centralized around the **financing aspects of their lease-versus-buy decision** of land. Lastly, with an eye on fulfilling our duty as external student-consultants, a perspective on various **growth strategies** and **alternative business models** for Young Bafana was developed.

First, by applying various research tools and after careful evaluation of the current collection methods in place, an **exhaustive fundraising strategy** was formulated. A systematic and strategic approach was continuously maintained and attention was given to Young Bafana's needs and resources. Based on our findings, a **donor segmentation** into five distinct categories has been made, being corporate sponsors, individual givers, football clubs, volunteers and Young Bafana's unique social teams-department. Our research showed that certain segments, both on a geographical and categorical level, are significantly more relevant to focus on, such as corporate sponsors in the US, individuals in Germany and volunteers all over the world. Moreover, for each critical segment, we offered practical and ready-to-use **recommendations** that could allow Young Bafana to externalize their funding partners and grow its pool of donors beyond their saturated personal network.

The second part of this project, concentrated on **impact reporting**, has likewise been carried out with a constant eye for practical relevancy and implementation. Therefore, we have not only elaborated on this subject by providing **insights and recommendations**, we additionally **created the report** itself, in line with existing best practices in the non-profit environment.

Thirdly, our analysis showed that, from a purely theoretical and financial point of view, buying land with a loan would be optimal. Nevertheless, after taking into consideration several side-effects and the

practical feasibility of this option, we have formulated our recommendation differently. Given the decrease in liquidity that would result from the increase in fixed costs (due to the capital-intensive loan instalments), Young Bafana's flexibility and its ability to absorb risk would be seriously endangered. Therefore, with the purpose of enabling the organisation to primarily focus on the enlargement of its impact, our advice would be to **buy the land with a loan only after a fixed amount of leasing years**. As a prerequisite, the latter would need to be included as a special clause in the leasing contract. Hence, the moment the non-profit's revenue streams become stable, its main priority should be turned into buying the land and accordingly benefit from the various advantages an acquisition would implicate such as an increase in equity, full control over the asset, etc.

Finally, corresponding to the current growth phase in which we have been assigned to this project, a clear and delineated **growth strategy** has been formulated. This represents our own, external vision on the organisation of Young Bafana that resulted from being eagerly involved with the non-profit for a period of two months. On the one hand, we looked into **scenarios** that were **in line with the current vision and resources** of Young Bafana and classified these into 3 different time frames. More specifically, on the short-term, we would introduce an alternative team or league division for which we worked out an overview of the new names, number of players per team and the role/characteristics of each new league. In the medium term, in accordance with the holistic mission of the organisation, we suggest focusing on the creation of an end-to-end experience for each beneficiary. After the construction of their own facilities, Young Bafana could aim at becoming a social hub, a place for interaction and collaboration, a place where the community feels at home. In the long-term, we considered the option of geographical expansion with the introduction of a light-version of the organisation, such that the concept could easily be replicated in other areas.

On the other hand, we have explored more **out-of-the box growth perspectives** which would require an adaptation of the current business model of the non-profit. This resulted in the discussion of either a hybrid dual business model or the introduction of a full asset-light operational format for Young Bafana.

Overall, as a common denominator in all four facets of the project, it became apparent that there exists **room and opportunity for growth** of the organisation. However, it is worth pointing out that in order to be successful, a significant **need for structuring, monitoring and evaluation** of the different business decisions within the non-profit remains. By building further upon our strategic recommendations and critically assessing their own growth vision, Young Bafana has the ability to thrive, to excel and to stand out in changing lives.

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List of Abbreviations

B2B: Business-to-Business
B2C: Business-to-Consumer
CRM: Cause-Related Marketing
CSR: Corporate Social Responsibility
FAQ: Frequently Asked Questions
iGMO: Impulse Centre Growth Management for Medium sized Enterprises
KPI: Key Performance Indicator
MLS: Major League Soccer
NPO: Non-Profit Organisation
PBO: Public Benefit Organisation
USP: Unique Selling Proposition
VOKA: Vlaams netwerk van ondernemingen (Flemish network of companies)

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1 Introduction

1.1 Introduction to Young Bafana

Young Bafana is a not-for-profit organisation, offering a holistic development programme for children from historically and socially disadvantaged backgrounds in South Africa by means of soccer and education. The aim of the organisation is to **break the vicious cycle of poverty**, by equipping participants between five and eighteen years old with the competences they need to realise their full potential. The main beneficiaries come from the Lwandle township, one of the Western Cape's poorest areas. Townships are cities or suburbs with a predominantly black occupation and unfortunately enough characterized by high unemployment rates, drug abuse and high crime rates (Lexico, 2020). Together with staff and volunteers, Young Bafana ensures that children can hone their soccer skills whilst benefiting from **educational, life skills and youth development programmes**.

In total, Young Bafana takes care of around 70 players living in the township and classifies them into **four performance teams** according to their respective ages (U12, U14, U16, U18). Participants come to the academy three-to-four times a week, where they get **professional football training**. During these sessions, they not merely develop their soccer talent, but additionally pick up various social skills and relevant life-lessons. Furthermore, all players get **English and mathematical classes** in small groups with a qualified teacher, as an addition to their curriculum in the township-schools. To some extent, and with a view on supporting the children holistically, Young Bafana provides a snack or **small meal** after each training session (given that many children experience a lack in sufficient food supply). Moreover, the organisation arranges **transportation** from the township to the field not only on weekdays, but also during the weekend when matches or tournaments take place.

A unique aspect of this non-profit is that they want to share the joy of football with all, which is why they additionally established a separate league, referred to as "**social teams**". In this **playful and leisure-focused** part of the academy, participants pay a quarterly fee to join amusing trainings one or two times a week. It is to be noted that the latter mainly serve as source of funding to cover up the expenses for the performance teams that entirely exist of township-players for which membership at the academy is completely free.

1.2 Problem Statement

It is to be said that Young Bafana currently finds itself at a turning point. More specifically, the organisation is **operating at full capacity** in terms of donations, employees, transportation, total amount of players and most importantly, hours they can rent suitable soccer fields. Given that Young Bafana seeks sustained improvement and growth, they are now looking into the possibility of **acquiring their own land and building their own facility**. In this way, the organisation could enlarge the impact it has on the life of the current players and potentially even increase the total number of participants.

To achieve this goal, a considerable **increase in total donations** will be **required**. At this moment in time, most of the funders are directly related to the founder or other employees working at Young Bafana. Though these people support the organisation tremendously, the total pool of donors can be considered as too limited to provide appropriate funds for the acquisition and construction of a new private facility.

Therefore, we have been assigned to **formulate a clear fundraising strategy** Young Bafana can use to raise the donations needed. In this report, we will draft a strategy as such, step-by-step, by evaluating both the prevailing situation of Young Bafana as well as proposing ideas and practical recommendations to ameliorate its current status. With a view on increasing the effectiveness of our plan, we have additionally created an **impact report** to augment the accountability and transparency of the non-profit.

Furthermore, some uncertainty exists about whether it would be best to **buy a land** to build the facility on, or to rather **lease** it for a long period. In this report, we will investigate both possibilities and accordingly **define an advice**.

Lastly, to fulfil our role as student-consultants, we wanted to give our outside opinion on the next steps Young Bafana could take. We have formulated a **possible growth strategy** since we noticed the limited existence of a delineated growth plan or clear long-term vision during our research. As an extra, we will elaborate on **two other** possible, more out-of-the-box **business models** which position themselves further from Young Bafana's current model, but could notwithstanding serve as food for thought for the organisation in its growth phase.

2 Methodology

This methodology section provides an overview on the various research methods adopted. It starts by detailing the general choices that have been made and the environment in which the project took place. Next, each stage in the research process and its corresponding tool will be discussed. For every phase, the goal and motivation behind the selection of a specific approach will be clarified.

2.1 General

In order to gain a deeper understanding of the NPO-environment, giving behaviour of different donor types and the organisation Young Bafana itself, several different research tools were adopted. As mentioned before, this project took place during **COVID-19**, which is why we were forced into **integral remote-work**, hindering us from travelling to South Africa. Consequently, we were forced to adopt our research methods accordingly.

Initially, a **first round of interviews** was conducted with distinct stakeholders of Young Bafana. In a second phase, **desk research** was undertaken into academic literature and best practices in the field of charitable fundraising. Furthermore, a concise **survey** was carried out in Belgium gauging for more specific insights into giving behaviour of medium-sized enterprises. Subsequently, a **second round of in-depth interviews** was performed to gain a deeper insight into specific topics being of crucial importance to the organisation. In the third and final phase, the **current fundraising tactics** of Young Bafana were **analysed**, in combination with the evaluation of an academic **fundraising framework** serving as a guideline for one part of our project solution. The latter stems from a research report on non-profit fundraising by the University of Leuven (KU Leuven), the University College of Ghent (HoGent) and Fundraisers Alliance Belgium (2015).

2.2 First Round of Semi-structured Interviews

In the first phase, different types of **stakeholders** of Young Bafana were interviewed within an introductory context. These interviews served mostly as **exploratory research** and allowed us to gain proper insights into the entire **organisational functioning** of the NPO. Given that Young Bafana is a rather small non-profit in which connectivity and involvement are crucial, this type of qualitative research allowed us to gain valuable and trustworthy insights.

All interviews were **semi-structured**, which has been a deliberate choice given the scope and ultimate goal of the research project. This type of questioning is known to be a **qualitative data** collection strategy in which a series of predetermined, yet open-ended questions is asked (Given, 2008). Contrary to structured interviews or questionnaires, there was no fixed range of answers and we additionally had more control over the different topics to be discussed (Given, 2008). As generally recommended within this category of data collection, a written interview guide was developed in

advance. More specifically, six versions of this guide were formulated, each of them adapted to the specific stakeholder level of the respondents, which will be discussed more in detail below. There was no obligation to stick to a specific order or to exact wording. Furthermore, in order to induce interviewees to give their sincere and genuine opinion, the openness of the questions and the allowance to drift away from the topic concerned were stressed at the start of each call.

Our respondents were carefully selected in order to ensure the **different stakeholder levels** of the organisation were well represented during the research. An overview of the interviewees' roles, the number of employees interviewed within that role as well as the topic of their role-specific questions, is shown in the table below. The latter formed the basis of the categorization of the six interview guides that were developed. A more detailed list of the interviewees can be found in Appendix 1.

Roles	Number of interviewees	Topic role-specific questions
Director/founder	1	Vision, (high-level) strategy & operations, future outlook
Co-director/marketing manager	1	Strategy, operations & marketing
Chairman	2 ^a	High-level strategy, future outlook
Teacher	1	Education & players' lifestyle
Coach	3	Football & players' lifestyle
Player	3	Players' experiences

^aSouth African & German chairmen

Table 1: Overview interviewees' roles and topic-role specific questions (Source: own representation)

All interviews started off with some **general questions** on Young Bafana and the respondents' role within the organisation. This was a deliberate choice since we expected these questions to be answered easily, which is shown to put interviewees at ease (Gill, Stewart, Treasure, & Chadwick, 2008).

Afterwards, more **role-specific questions** were being posed, in line with their particular interview guide. As mentioned before, the specific topics can be found in the table above. By asking open-ended questions, we deliberately left space for the members of Young Bafana to tell their own story and to involve their personal experiences with the organisation. This way, as much information as possible was revealed.

In addition, we asked every respondent about their **view on the balance between soccer and education**. As this is a common question that arises when reading the mission and vision of the organisation, we wanted to have an opinion of every stakeholder level in the NPO. Furthermore, we

gauged for **thoughts on the future** of Young Bafana and how each individual perceives the **growth strategy** of the organisation.

Initial contact was established by us via e-mail or WhatsApp correspondence. All interviews took place remotely, either via Zoom or Skype. They lasted between 20 and 40 minutes and were summarized afterwards, based on notes taken during the calls. A summary of these interviews can be found in Appendix 7.

2.3 Desk Research: academic literature and best practices

After having gained a deeper understanding of the organisation in all its aspects, thorough desk research has been conducted. All three of us looked into academic literature in the field of non-profits. In a first stage, topics differed widely ranging from general charity insights to specific fundraising strategies and giving behaviour. Afterwards, each student-consultant investigated particular areas of expertise in line with our project objective. More specifically, categories were **impact reporting, B2B-fundraising, fundraising frameworks** and **financial leasing**. Takeaways were summarized in one document that served as the foundation for both our literature review and results section.

Moreover, since the project is considerably practically oriented, best practices in the field of non-profits deserved specific attention. Therefore, we divided the work, which allowed each student-consultant to focus on a particular type of organisation, both in the for-profit as in the not-for-profit environment. Research was done online and resources consulted mainly included websites, social media pages, NPO databases and organisational reports. The partition of the organisations to be looked into was based on 3 dimensions, which resulted in a categorization of 3 areas: **similar soccer organisations, similar NPOs** and **large NPOs**. An overview of the classification is shown below.

Area	Dimensions		
	Comparable mission	Comparable scope of impact	Children-focused
Similar soccer NPOs	X	X	X
Similar NPOs in size		X	X
Large NPOs			X

Table 2: Categorization of NPOs based on 3 dimensions (Source: own representation)

This division offered us a wide perspective on different best practices in the NPO-climate, with the goal to result into a multidimensional and relevant basis for our project solution. A (non-exhaustive) list of organisations examined can be found in Appendix 2.

2.4 Survey iGMO

Given the connection between Young Bafana and the Impulse Centre “Growth Management for Medium Size Enterprises” (iGMO), a survey was carried out to test specific statements and to take a closer look at **giving behaviour of (small- and) medium-sized businesses in Belgium**. It is to be noted that this survey did not serve as quantitative research, but rather as an informal method to check certain assertions resulting from desk research and elementary insights. Baruch and Holtom (2008) found that in organisational research, the average response rate for surveys collecting data from organisations amounts to 35.7 percent. Given that the iGMO-centre exists out of approximately 100 members, no more than 40 respondents were expected, resulting in a non-statistically significant sample size (Ryan, 2013). The latter formed the basis of our reasoning for the **exploratory and informal** character of the survey. Main themes of the questions emerged on 3 different fields: (1) **motivations** to sponsor, (2) what is **required in return** and (3) tendency to sponsor **specific projects**. Examples of questions are: “To which extent does your organisation take the following aspects into account when supporting an NPO?”, “To which extent do the following motivations to sponsor apply to your organisation?”, “Which of the following items would you appreciate in return of your sponsoring?”, etc. The full survey outline can be found in Appendix 8. In order to get as truthful and honest responses as possible, it has been drafted in Dutch, since the majority of respondents is mainly Dutch-speaking. In this way, any possible misunderstandings due to language issues were avoided.

2.5 Second Round of Semi-structured Interviews

The goal of this second round of interviews was threefold. Firstly, we needed **additional information** on the topic of fundraising and the lease-or-buy decision, in order to have all correct assumptions for our solution development. Secondly, it enabled us to **verify** certain **statements and matters** that came across as remarkable during our entire research. Thirdly, we were able to **check preliminary ideas** with different stakeholders of the organisation and adapt them accordingly.

The type of interviews was similar to the ones from the first round, which were **semi-structured**. We judged this particular form of research tool to be appropriate, since they are proven to be “well suited for the exploration of the perceptions and opinions of respondents regarding complex and sometimes sensitive issues and enable probing for more information and clarification of answers” (Barriball & While, 1994, p.330). Our respondents, however, differed slightly from our first approach. Since these interviews were scheduled with a view on both verifying ideas as well as getting another perspective, we opted to include **(a) new type(s) of stakeholders** as well, being current and prospect corporate sponsors. An overview of the interviewees’ roles can be found in the table below. Additionally, the topic of their role-specific questions, forming the basis of their particular interview guides, is also shown.

Roles	Number of interviewees	Topic role-specific questions
Director/founder	1	Fundraising specifics, financials new facilities, data impact report
Current corporate sponsor UK	1	Corporate/B2B fundraising, UK charity landscape
Current corporate sponsor US	1	Corporate/B2B fundraising, US charity landscape
Prospect corporate sponsor BE	1	Intention to sponsor, BE charity landscape
Teacher	1	Education specifics (number of teaching hours etc.)

Table 3: Interviewees and role specific questions second round of semi-structured interviews (Source: own representation)

Similar to the first-round, we were forced into doing all interviews via Zoom, Skype or Microsoft Teams, after correspondence via e-mail. The duration of the calls was between 20 and 40 minutes and their summary can be found in Appendix 7, derived from notes taken during the interview.

2.6 Evaluation of Current Fundraising Methods & Academic Framework

In order to create an improved fundraising strategy as required by the project objectives, thorough analysis of the current collection of funds was necessary. This was mainly being done by **document analysis**, serving as an additional systematic qualitative research method throughout the project. Most relevant documents were all **internal data sources** including financial statements, Young Bafana's constitution, donor database and company presentations. As suggested by a publication of Frey (2018) in line with the SAGE research methods, this analysis served not as a stand-alone study. It was used to triangulate findings gathered from other sources of information, which were in this case first-round interviews and survey results. This helped us to guard against bias and to get a comprehensive overview of all funding streams in place.

We evaluated current fundraising methods of Young Bafana mostly by **comparing** them **with relevant best practices** derived from our desk research. It is important to note that we additionally scheduled supplementary interviews on the specific topic of fundraising, which will be discussed in the next part of this methodology section.

Another highly important data source has been a **research report on non-profit fundraising** by the University of Leuven (KU Leuven), the University College of Ghent (HoGent) and Fundraisers Alliance Belgium (2015), titled "Fundraising by Belgian non-profit organisations: PWO Research results in practice". In this paper, researchers look into the fundraising practices of NPOs in Belgium by doing both qualitative and quantitative research, as well as offering practical and ready-to-use recommendations based on their findings. More notably, their fourth chapter focuses on the strategic

aspect of collecting funds, which they emphasize to be of crucial importance. They propose an overarching **framework** that can be applied to most NPOs, based on academic research from Sargeant and Jay (2009). The plan consists out of 10 different steps that should ideally be followed by any NPO willing to engage in strategic fundraising, as shown in the figure below. For further elaboration on each specific aspect, we refer to the literature of the framework concerned, as well as to the results section of this project.



Figure 1: 10 Steps to create a strategic fundraising strategy (Source: Scheerlinck, Boeckeaert, Persyn, Faseur & De Coster, 2015)

It should be noted that all steps can be shortened, extended or skipped, depending on the needs of the organisation concerned. The most important given is that at all times, a systematic and strategic approach should be in place, regardless the number of steps followed. This framework served as a guideline for one part of our project solution, that is the **development of a strategic fundraising strategy** for the organisation. As will be discussed in the results section of this report, we evaluated each step of the structure and systematically assessed its inclusion/exclusion based on the resources and needs of Young Bafana. What followed was the completion of the (selected) steps based on both our own thoughts and ideas as well as the takeaways from all research methods employed.

3 Literature Review

Non-profit organisations (**NPOs**) can be described as “private organisations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services or undertake community development.” (Greensmith, 2002). Managing such an organisation inevitably comes with numerous challenges including inadequate management, funding, low levels of sustainability and restricted institutional capacity (Bromideh, 2011).

For these non-profit organisations to stay viable, donations are indispensable. As such, an NPO's ability to raise funds is an important indicator to their survival and growth. Especially given the increasing number of non-profits, the larger need for humanitarian and social services and a decline of government funding, the **need for adequate fundraising has grown** (Salamon, 1999; Bennett & Savani, 2011; European Fundraising Association, 2015).

NPOs collect funds from various actors including individuals, companies and governments (Beldad, Gosselt, Hegner, & Leushuis, 2015). However, given the inconsistent revenue generated from these actors, funding has become the most pressing challenge for charitable organisations (Aguilar & Herbert-Hansen, 2018).

This literature review will therefore be focused on the topic of **fundraising for NPOs**. First, the general current issues and trends will be examined. Next, fundraising in the business-to-consumer market will be examined and afterwards, the business-to-business market will be reviewed. Particularly, the motivations of different actors in the funding process will be addressed together with an overview of different types of funding in each of these markets. The second part digs deeper into the phenomenon of **impact reporting**. Lastly, the third and final section sheds a light on the **leasing-versus-buying decision** and the corresponding (dis)advantages of suchlike matter.

3.1 Fundraising

3.1.1 Trends

Some general trends have emerged in the field of fundraising.

First, overall, the **number of charities** keeps **growing** which causes the market of funding to become saturated. This makes it more difficult for NPOs to secure an appropriate amount of donations with certainty. In order to distinguish themselves from competitors, it is therefore important to understand the market and respond to the needs of potential donors (Woolf, Heere, & Walker, 2013).

Additionally, according to Nonprofits Source (2019), in recent years, **total charity giving has grown**. This increase was more prominently present for charities in the fields of education, international affairs, human services and public-society benefits. The largest boost in contribution was experienced by non-profits supporting the environment, animals, arts, culture, humanities and international affairs.

Next, almost one third of donors worldwide opt to **give to NPOs located outside** their **own country** of residence. The afore-mentioned study further finds that **women** tend to give **more than men**, that most of the donations are made by the **end of the year** and that giving is increasingly done **online**.

3.1.2 Issues

As discussed above, the process of securing an appropriate and stable amount of funding is becoming increasingly difficult for charitable organisations in a world with continuous social, political and economic changes (De Roover, 2017). This can be attributed to numerous challenges in the field of fundraising.

For one, as has been repeatedly highlighted before, the **market for fundraising** has over the years become **overcrowded** and more competitive than ever. Therefore, non-profits are forced to investigate creative ways to stand out and secure donations (Woolf et al., 2013).

Secondly, most donations are from a **short-term nature** since donors tend to shift their aids promptly and arbitrarily to other charities. This not only has an impact on the organisation's projects, it also prevents management of non-profits to develop long-term goals and strategies (Antrobus, 1987).

Lastly, donors **prefer to fund a specific project** instead of the daily operations of a charity since it is easier to follow-up on. This makes them reluctant to finance salaries for staff members, loan instalments or transportation costs, which is putting constraints on the continuity of the non-profit (Antrobus, 1987).

3.2 B2C Fundraising

Individuals represent a **very important source of funding** for non-profit organisations. According to a report from Giving USA (2019), 68% of all US donations were made by individual donors in 2018. Even though this percentage decreased in comparison with 2017, it is still crucial to highlight the substantial part individuals play when it comes to fundraising.

There are many ways individuals help charities. Some prefer giving monetary donations, be it small or large ones, on a regular basis or as a one-time gesture. Others opt to buy gifts of which the profit goes to charity, contribute by attending an event, volunteer at the organisation or even mention a non-profit in their will (Giving USA, 2019; Nageswarakurukkal, Gonçalves, & Moshtari, 2019). The motivations behind charitable giving also differ depending on the individual's situation (Andreoni, 1999).

In this section, we will zoom further into the **drivers** for individuals to donate and the **different ways** they can do so.

3.2.1 Individual Motivations

Regardless of the method preferred, donating to or helping a charity not only holds evident benefits for the organisation, it also provides perks to individuals.

First, **altruism** is one of the most important reasons individuals make donations to a non-profit organisation. Furnham, Treglown, Hyde and Trickey (2016) define altruism as “an ethical doctrine where the moral value of an individual’s actions depends solely on the impact on other individuals, regardless of the consequences on the individual itself” (p.359). Giving with an altruistic intention requires nothing in return and gives people a sense of importance. Therefore, the latter is said to fulfill a human need (Jackson, 1992).

Additionally, there are other incentives that can persuade people to donate. Supporting a charity often implicates **feelings of prestige** or improves one’s image in society. Linked to this, also **guilt** or **social pressure** play a favourable role in inducing donations. (Andreoni, 1990).

Further, a possibility to retain **tax benefits** can stimulate donations. The larger the expected tax deduction, the more people are willing to donate (Schokkaert & Van Ootegem, 2000).

Aside from knowing why people decide to fund, it is important for NPOs to also grasp the **reasons** why individual donors choose **to stop this funding**. There are some reasons for lapse that are **out of the reach of non-profits** such as a donor’s feeling that other causes are more deserving, the inability of donors to afford their support, no memory of the individual of ever donating in the first place and death or moving homes (Sargeant, 2011). However, some causes found by Sargeant (2011) can be **attributed to** and dealt with by **NPOs**. These include inappropriate communication from the non-profit, a lack of reminders to give again, being asked to give an inappropriately large sum, no information given on how funds are used, no acknowledgement of donors’ support, poor service quality and unhelpful staff or not considering wishes of donors. Lastly, donors sometimes state they stop sponsoring because the non-profit no longer requires financial aid or they choose to support the organisation by other means than monetary donations (Sargeant, 2011). To the best of their abilities, non-profits should try to prevent a funding stop from happening for the afore-mentioned reasons.

3.2.2 Types of B2C-Fundraising

3.2.2.1 Offline

3.2.2.1.1 Events

Organizing events as a mean to raise funds, holds multiple **benefits** for an NPO while donors are given the chance to participate and thereby enjoy themselves. First, **monetary donations** can be collected through the ticket price and extra activities during the event itself such as raffles, competitions etc (Woolf et al., 2013). The latter often represent the main explanation why an event can be profitable for the organisation. Secondly, the **objective** of the non-profit concerned gains **increased awareness** among participants, volunteers and staff members.

Additionally, an event can even serve as an opportunity to **approach a different target group** of possible future funders who are not yet familiarized with the non-profit and its mission (Woolf et al., 2013). Lastly, it represents the perfect opportunity for the NPO to **engage** with potential **donors** and reinforce their relationship with existing ones in a fun set-up (Ibrisevic, 2018).

Nevertheless, it is to be noted that organising events still involves some **constraints**. They are highly labour-intensive and require large operational costs, resulting in a **lower return on investment** than other types of fundraising possibilities. Moreover, though many participants can be reached, most of them will **engage on a one-time basis**, thereby reducing the ultimate results of spreading the cause and recruiting future funders (Woolf et al., 2013).

Lastly, the **outcome** of an event can be **harmed** by matters out of the control of the organisation such as bad weather conditions, a competing event or guests not showing up (Ibrisevic, 2018).

3.2.2.1.2 *Volunteers*

Volunteers are vital for many non-profits to help with carrying out the cause and daily tasks of their organisation. It is to be said that some individual donors prefer volunteering over monetary donations, thereby committing themselves to actively and physically support the organisation. Though some may not contribute financially themselves, almost three out of four non-profit organisations use their volunteers to **execute fundraising tasks** (Hager, Rooney, & Pollak, 2002). More so, by being involved with the charity, volunteers often persuade their own personal network to fund the NPO. It is therefore important to **set-up volunteer retention strategies**, not only from an operational, but also from a fundraising point of view (Garner & Garner, 2011).

3.2.2.2 *Online*

Digitalisation is said to be one of the most remarkable trends over the past decades. Today, people increasingly use mobile devices for business or private use, which means approximately all future, and a growing number of present donors, are actively present online and on social media ("Successful fundraising", 2018). This holds major opportunities in the field of fundraising.

Non-profit organisations understand this and move more and more to online ways of connecting with different stakeholders. A new term was born: '**e-fundraising**', which refers to "the process of soliciting and receiving donations and gifts in a web-based environment" (Rhoda & Roderick, 2012, p.234). Consequently, there has been a growth in online platforms and websites to facilitate connecting online.

In the table below, an overview is given of **advantages** these **new media platforms** bring for non-profit organisations as found in academic literature (Nageswarakurukkal et al., 2019).

Advantage	Source
High level of interactivity	Liu & Shrum, 2002
Close feeling of connection between donors and the cause	Shier & Handy, 2012
Relatively low cost	Vorvoreanu, 2008
Opportunity to engage large audiences quickly	Flannery, Harris, & Rhine, 2009
A vehicle to mobilize the public	Lovejoy, Waters, & Saxton, 2012
An effective filter for targeting specific donor subgroups	Shier & Handy, 2012
Access to new and younger audiences	Flannery et al., 2009
Reach to local and international donors or supporters to help spread the NPO's message	Saxton & Wang, 2014
Easier, quicker and more direct donations to NPOs	Shier & Handy, 2012

Table 4: Overview advantages of new media platforms (Source: Nageswarakurukkal et al., 2019)

3.2.2.2.1 Online Donations

Since the 1990s, more and more people turn to online possibilities if they want to donate to charity instead of doing so via traditional TV advertisements, telemarketing or direct mail (Nageswarakurukkal et al., 2019).

With this shift in methods, it is important to realize that there are differences in the **drivers behind online donations** vs. off-line circumstances. Online donors prefer to give in smaller amounts and to do so more spontaneously, they do not desire organisational efficiency and contribute more to certain causes such as health-related topics. Individuals are more pressured into online giving and when doing so, desire to get online attention from their donation. Consequently, the more online awareness and visibility a non-profit organisation creates, the more people it will attract and the more donations will be made (Saxton & Wang, 2014). The charity can benefit from the online behaviour of their beneficiaries. Hart (2002) found that the broader the personal online networks of the NPO's employees are, the higher the number of donations will be. The people in their network namely fund the organisation because they want to support their contact person rather than supporting the cause.

The growth of this individual online giving appears to be highest towards small non-profit organisations (Bhagat, McCarthy, & Snyder, 2012). It is therefore crucial to **focus on individuals**, since over 72% of all online fundraising gifts stems from them. More so, these individuals can use

peer pressure (Meer, 2011) or the social network effect (Saxton & Wang, 2014) to persuade their own personal social network to fund as well (Hart, Greenfield, & Haji, 2008; Dunham, 2010). When such a **strong supporters community** can be built online, especially small NPOs, not having sufficient funds available for fundraising, can use this community as a free promotor tool of their cause (Nageswarakurukkal et al., 2019). Some best online practices, which will be discussed in the remainder of this section, include engaging in crowdfunding, having a website and going viral on social media (“Successful fundraising”, 2018).

3.2.2.2.2 Crowdfunding

Though it is a relatively new option, crowdfunding has over the years grown into a popular way to raise donations.

These crowdfunding platforms are however not only used by NPOs, but also by private individuals. According to a research performed by Nonprofit Tech for Good (2018), 41% of people who donate through crowdfunding platforms opt to do so for **campaigns that benefit individuals**. These individuals can ask for help to cover medical expenses, family emergency expenses, social enterprise start-up costs and educational costs to name a few. The report also finds that 16% of all crowdfunding donors, give less to NGOs, NPOs and charities since they already support crowdfunding campaigns. Hence, it is important for non-profit organisations to realize that **competition** in an increasingly saturated crowdfunding market is fierce which might result in disappointing outcomes (Ibrisevic, 2018).

With a view on countering the afore-mentioned matter, Zhou & Ye (2018) conducted research into **best practices** on crowdfunding platforms. They found that successful money-raisers are somewhat older organisations asking for a smaller amount of funding and sharing personal stories on their page. The demonstration of organisational competence and the display of low-risk solutions, such as in-kind assistance, are also related to higher chances of campaign success.

A drawback to use these intermediate platforms is that they often ask for a **commission** on each donation, a monthly user **fee** and/or an additional fee to receive the final amount raised, which negatively impacts the final income stream (Hoefler, 2012)

3.2.2.2.3 Website

One way to draw attention from donors online and engage donor giving, is by having a website (Rhoda & Roderick, 2012). A clear website is a great tool to **provide information** to potential donors about the cause, **create awareness** and induce them to act or to **donate** by placing a donation button (Sargeant, West, & Jay, 2007; “Successful fundraising”, 2018).

Sargeant, West and Jay (2007) investigated the **best ways to make a website** as **attractive** as possible for non-profits. They found that higher levels of **interaction** and empowerment provide a larger number of new online donors. This means non-profits can benefit from giving visitors the possibility to communicate with them in multiple ways, such as leaving contact details or installing

feedback mechanisms. With regards to **empowerment**, people who are motivated to take individual action and make a difference by means of volunteering or introducing the website to friends and family, are more likely to become online donors in the future.

Their study further shows that accessibility, accountability and education are related to the number of new donors and the total value of online donations. **Accessibility** refers to the fact that it is easy for visitors to give. This can be realized by placing a link to the donation section such that a user is stimulated to donate on every page of the website (Reddy & Iver, 2002; Sargeant, West & Ford, 2001). In terms of **accountability**, a website must clarify how the non-profit handles personal data shared by donors during interactions or while making donations. Furthermore, there additionally exists a call for clarity as to how donations will be used and what goals will be accomplished with them (Sargeant et al., 2001; Klein, 2001). Lastly, the performance of a website will be enhanced when the non-profit uses it to provide users with adequate **information** on the cause and any issues related to the mission of the organisation.

3.2.2.2.4 *Social Media*

Apart from having a valuable website, it is increasingly important for NPOs to also be active on social media. In the last decade non-profit organisations started using all sorts of platforms such as Facebook, YouTube, Instagram, LinkedIn and Twitter to interact with donors and beneficiaries. On these websites, a NPO can post photos, information and updates about its cause while giving its stakeholders the chance to interact with the organisation directly by commenting, sharing or contacting the non-profit (Saxton & Wang, 2014). Thus, the creation of social media has given rise to numerous possibilities of **two-way communication**.

It is worth noting that social media can be used as more than a communication tool. More specifically, it is more **efficient** and **cost effective** to use social media platforms when trying to enlarge the pool of donors than using more traditional fundraising strategies (Saxton & Guo, 2014; Saxton & Wang, 2014, Saxton & Waters, 2014). Over 55% of all people who interact with non-profit organisations via social media end up taking action, either by means of monetary donations (59%), donations of goods (52%), participation in events (43%) or through volunteering (53%) (Nonprofits Source, 2019). According to Nonprofit Tech for Good (2017) social media inspires individuals more than any other channel to donate. In the table below, all channels are listed with the percentage of how much they **inspire giving**.

Percentage	Channel
56%	Facebook
20%	Instagram
13%	Twitter
6%	YouTube
4%	LinkedIn
2%	WhatsApp
1%	Google+
0.3%	Pinterest
0.3%	Reddit
0.2%	Tumblr

Table 5: Overview % of how much a social media channel inspires to give (Source: Nonprofit tech for good, 2017)

Research especially focusses on the most effective platform, being **Facebook**. Over 18% of donations worldwide were done via Facebook fundraising tools in 2017 (Nonprofit Tech for Good, 2017). The more enhanced a non-profit's Facebook page is in terms of number of likes, post and shares, the larger the fundraise success, both in the value of total donations as in the total number of donors.

3.3 B2B-Fundraising

Another way for non-profits to collect donations is reaching out to **corporations**. This strategy of B2B fundraising is getting **increasing attention** by both NPOs and companies. In 2018, corporate donations grew solidly with 8%, though this depends on GDP and corporate pre-tax dollars (Giving USA, 2019). For the future, almost half of the non-profit organisations in the US and UK state that they will include corporate giving in their fundraising strategies (Nonprofits Source, 2019; Bennett, Kim, & Loken, 2013; Molina-Gallart, 2014). Charitable giving is increasingly being incorporated in the strategies of both large corporations as well as SMEs (Gautier & Pache, 2013).

Corporates can support charities either by **pure philanthropic** means without asking anything in return or by **sponsoring** the non-profit organisation, which means they see it more as an investment with mutual benefits (Brennan, Binney, & Brady, 2012).

Engaging in corporate giving holds multiple **benefits for non-profit organisations**. It not only implies receiving monetary funding or in-kind support, it also increases their public awareness and creditability (Bennett et al., 2013). Additionally, especially large corporate funders can help NPOs

since they often have closer ties with government actors or other institutions, which increases the outreach of the NPO. Lastly, some non-profits agree to a partnership with the hope of changing corporate behaviour for the better (Molina-Gallart, 2014).

Even though corporate relationships clearly hold benefits for the NPO, it must consider whether these outweigh potential **negative influences on donations from individuals**. The theory of **social loafing** suggests that by exposing all donors, the willingness of new individuals to donate will be reduced, as they will get the impression their contributions matter less. This is especially the case when corporate sponsors get mentioned since they generally fund large amounts. On the contrary, the theory of **social proof** states that individuals imitate other people's behaviour thereby suggesting that sharing information of current donors might encourage new ones to donate as well (Bennett et al., 2013). It is up to non-profit organisations to find out which theory applies most to their own donors and to decide whether engaging in corporate sponsorships can be a profitable and strategic step in their fundraising process.

What follows is a discussion of the benefits and motivations for corporations together with a short overview of different ways companies can support non-profit organisations.

3.3.1 Corporate Motivations

Whether companies decide to support non-profits in a philanthropic way or through sponsorships, they always get some **benefits in return**.

The most prominent advantages corporations can enjoy, are **positive publicity**, an **improved brand image**, more **brand loyalty** and eventually **increased sales** (Bennett et al., 2013; Cornwell & Coote, 2005). Theory proves that consumers prefer companies that immerse themselves with corporate social responsibility or CSR. The positive effect a corporate sponsorship can have on the purchase behaviour of customers depends on the reputation of the NPO, the consumers' identification with the cause and the motivation of the consumer to support the NPO themselves (Cornwell & Coote, 2005).

Sometimes, corporations engage in corporate giving more because of **outside pressure**. Industry specific requirements determine 20-22% of the total variation in giving ratios (Gautier & Pache, 2013). These **industry effects** include structure, consumer orientation, environmental or social externalities and the fiscal environment. First regarding structure, theory states that firms operating as an oligopoly or monopoly give more than those in more competitive industries (Brammer & Millington, 2004). Secondly, firms focussed on retail, consumer communications or consumer products contribute more than industrial firms since these firms have more organisational visibility and can therefore benefit more from corporate giving (Campbell & Slack, 2006). Further, companies who experience environmental issues or report cases of bad product safety tend to cover up these scandals by engaging in corporate giving and donating large amounts (Chen, Patten, & Roberts, 2008). This is only the case for consumer-oriented companies such as tobacco, alcohol and oil (Brammer & Millington, 2004). Lastly, it is proven that lower tax rates are not beneficial for charity giving. Firms can deduct less and thereby opt to spend their available resources on other investments (Useem, 1988).

3.3.2 Types of B2B-Fundraising

3.3.2.1 Philanthropy

Corporate philanthropy can be defined as “voluntary and unconditional transfers of cash or other assets by private firms for public purposes” (FASB, 1993). In other words, companies who engage in corporate philanthropy **do not expect anything in return** in terms of marketing or profitable outcome for the company (Porter & Kramer, 2003). This type of corporate giving is the **least developed collaboration** between companies and non-profits (Austin, 2000). The act of giving is not part of the core business, which implicates that the company does not engage in a long-term commitment and that its contributions are often just small monetary donations to a randomized variety of causes. The impact that these philanthropic donations have, is therefore often limited. (Gautier & Pache, 2013; Porter & Kramer, 2002, 2006). These firms most often choose local initiatives or charities that help underprivileged people or work on social and environmental issues (Lenssen et al., 2008).

Though research shows that corporate philanthropy can **enhance the brand name and value** of the company (Lenssen et al., 2008; Halme & Laurila, 2009), it is found that companies will **not enjoy long-term competitive benefits** (Porter & Kramer, 2006).

3.3.2.2 Corporate Sponsorships

Unlike in the case of corporate philanthropy, the support by means of a sponsorship signals that the company sees this more as an **investment** for which it wants something in return. As Meenaghan (1991) puts it: “Commercial sponsorship involves an investment in cash or kind in an activity, person or idea for the purpose of exploiting the potential associated with this activity” (p. 36).

In-kind donations will later be discussed separately, which is why the following paragraph will focus on **monetary sponsorships**.

To an NPO, engaging in a corporate sponsorship agreement means a possibility to stabilize their cash flows (Pelozo & Hassay, 2008). Since the company sees the partnership as an investment, they are more likely to be **involved in the long term**. This means that the NPO can boost the overall performance of their fundraising strategy (Runté, Basil, & Deshpande, 2009).

In the company’s view, a sponsorship holds multiple outcomes. A **return on investment** is expected from a financial or other measurable gain and a marketing perspective (Brennan et al., 2012). Literature coincides that sponsorships have a **positive effect on the customer’s perception of a brand** (Chien, Cornwell & Pappu, 2011). Additionally, firms opt for corporate sponsorship to improve **employee morale** by giving their employees the possibility to volunteer at an event of the NPO (Brennan et al., 2012). Overall, when **choosing which NPO to sponsor**, corporations mainly look at the fit between the cause and corporate objectives, the possibility for exposure, the expected target audience, the type of commitment sought after by the NPO and the total value of the sponsorship (Brennan et al., 2012). The fact that a return on investment is required based on these criteria, can

make it **difficult** for a non-profit **to find a suitable and willing company** to close a sponsorship agreement with.

3.3.2.3 Cause-Related Marketing (CRM)

A specific type of corporate-NPO partnerships is cause-related marketing. Varadarajan and Menon (1988) define CRM as:

“A process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue providing exchanges that satisfy organizational and individual objectives.”
(p.60)

It is a collaboration between a corporation and a non-profit organisation by which a company sells their products while exposing the link with the good cause to their customer and then donates a fixed amount of each sale to the NPO (Sargeant & Shang, 2017). This partnership holds mutual benefits. First, the **firm's sales will go up**. For a company, costs for CRM campaigns fall under business expenses instead of charitable donations since significant returns are expected. In the meantime, the **cause of the NPO** will be **promoted**. Moreover, the non-profit will also benefit financially: directly through the **donation of the company** and possibly indirectly thanks to **consumer donations** (Vonțea, 2019).

3.3.2.4 In-kind Donations

Another possible strategy to boost current and future giving's, is promoting contributions of **non-cash assets** (LaBarge & Stinson, 2014). Despite the fact that they might not be relevant for all non-profits, in-kind donations could represent an important source to support daily operations for some (Ibrisevic, 2018). This type of donations either happens in the form of **goods**, such as computers, food, clothing etc., or **services** such as volunteering and pro-bono work (Islam, 2013).

For US corporate donors, this type of donations even implies favourable **tax deductions**, especially when appreciated assets are given. In that case, the company does not have to pay taxes on the gain and will be able to fully deduct the charitable amount from their overall taxes' forms. The latter can only be realized if the non-profit provides a written acknowledgement (James, 2018).

3.3.2.5 Loops

An innovative way for non-profit organisations to secure money is to turn themselves into **hybrid organisations**. Such an organisation combines for-profit practices that fund charitable initiatives through their revenues. Social entrepreneurs believe that using market-oriented strategies can help good causes in a **sustainable** manner. By setting up profitable businesses, these partly non-profit organisations will ideally ultimately become **self-funding** (Haigh, Walker, Bacq, & Kickul, 2015). It is however crucial for such organisations to guard their original mission and goals and to not drift away

due to an acquisition, a change in leadership or pressure from fully for-profit competitors that maximize profits (O'Toole & Vogel, 2011). Overall, literature is yet indecisive as to whether the total social impact of hybrid organisations can be larger than that of regular non-profit organisations (Haigh et al., 2015).

3.4 Impact Reporting

Over the years it has become important for non-profit organisations to find a way to **safeguard the integrity of annual reports** (Flynn, 2009). Having a clear and high-qualitative report is crucial, as an NPO must be transparent and accountable towards its stakeholders, such as members of the organisation, contributors and the community (Lam, 2009). These annual and financial reports are primarily used as a **communication tool**, especially towards donors (Zainon, Hashim, Yahaya & Atan, 2013). The shared information is necessary, as it will assist new and current donors in their decision whether or not to contribute and sponsor the non-profit organisation (Caers et al., 2006).

Dan and Crişan (2018) cite in their report that the **pressure on measuring its performance** has become higher for non-profit organisations. Nowadays, NPOs are asked to demonstrate their stakeholders what their social impact on society is and how the donor's money is used within the organisation.

One way to give a visual and clear overview on how the organisation's actions change the well-being of its beneficiaries, is to adopt the **Theory of Change model**. This model can be used within the impact report to show its stakeholders how change is expected to be achieved or how change took place already (Chen, 2015). The model consists of an impact pathway that can be interpreted as links between different activities of the NPO towards the changes in the well-being of their beneficiaries (Mayne, 2015).

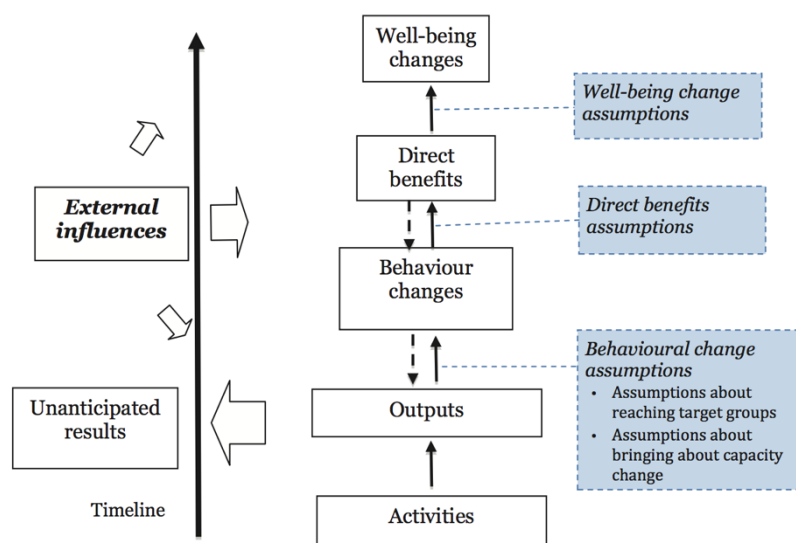


Figure 2: The Theory of Change model (Source: Mayne, 2015)

It is worth pointing out that several studies have shown issuing an annual impact report not merely requires **a lot of work**, but also requests **a lot of data**, which currently represents one of the biggest challenges for NPOs (Boston College Centre for Corporate Citizenship & Ernst & Young, 2013). Nevertheless, evidence has been given that this effort gives rise to various **financial and social advantages** that counterbalance the general costs of making such a report. (Gazzola, Amelio, Papagiannis, & Michaelides, 2019).

3.5 Leasing vs. buying

3.5.1 Financial Management in Non-profits

Comparable to the for-profit environment, **sound financial management** is of crucial importance in the functioning of non-profit organisations. However, non-profits do not share the same financial management objectives as regular corporations, which is why several business decisions require specific attention (Chabotar, 1989). As McKinney (2015) mentions, charitable organisations are forced to make use of their scarce financial resources given the new competitive environment and **citizens' demand for fewer bureaucracy and more cost-effective allocation of funds**. In line with the scope of this project, it is useful to take a closer look at the management of assets within this type of organisations. Furthermore, it is to be noted that all assets exist to create something of greater social value, to shape and execute the mission of the non-profit (Bryce & Herrington, 2017). Following this type of reasoning, Young Bafana needs to ensure that they **protect existing assets, use them effectively** and **obtain new ones** so that they can add to the holistic development of children and enlarge their current impact in society.

Some elements within the financial treatment of non-profits deserve particular attention, since they differ significantly from for-profit organisations. The most important one is the **tax-exempt status** of charitable institutions. According to the section 30 of Income Tax Act in South Africa, public benefit organisations (PBOs) receive a tax-exempt status if certain conditions are met. The latter has got considerable and numerous implications for the analysis of investment decisions of NPOs, from which many are beyond the scope of this project. We pinpoint two important consequences that will help us with the analysis of the lease-or-buy decision for Young Bafana.

For Young Bafana, the exclusion from income tax and property tax will make sure the decision to invest (lease-or-buy) is not comparable to the same dilemma in the for-profit business environment. To be more specific, two important remarks can be made: (1) **interests** due on loan instalments are **not tax deductible**, which is why there emerges no tax advantage (2) **depreciation** of (future) buildings will **not lead to tax savings** on tax depreciation allowances. The latter two simplify the analysis to a considerable extent, on which more details will be given in the results section of this paper.

3.5.2 Lease vs. Buy Decision

Not considering human and psychological assets, which characterize non-profit organisations, one part of this project analyses a topic within the category of tangible assets, being the lease-or-buy decision of vacant land. More specifically, with a view on growing their impact, Young Bafana wishes to build facilities where they can fully focus on their mission in guiding children. As mentioned in the problem statement, the organisation is aware of the existence of advantages and pitfalls emerging in this context yet asks for a more thorough analysis and advice. The remainder of this literature review will consider the topic of leasing, since this is said to represent a less straightforward topic within the organisation of Young Bafana.

3.5.2.1 Lease

The term “lease” refers to a contract whereby ‘the owner of an asset (the lessor) gives another party (the lessee) the exclusive right to use the asset, usually for a specified period of time, in return for the payment of rent’ (Van Horne, p.553). Several types of leasing arrangements exist based on particular criteria and conditions, such as operational lease, financial lease, etc. Within the context of the project, this report considers the case of **ground leasing**. The latter is an agreement in which a tenant can develop a piece of property during the period of the lease, normally after which the land and its improvements are turned over to the owner of the property (Chen, 2019). Parties are allowed to make adaptations to standard clauses under certain conditions.

There is a vast amount of literature and research on the topic of leasing as a form of financing, given its specific characteristics. More specifically, the decision whether to buy or lease property has been widely studied. When reviewing past literature, it emerged that academics seem to be generally agreeing on the (dis)advantages of leasing. Below one can find an overview of the last-mentioned, applied to the non-profit environment and adapted from the textbook of McMenamin (2002) on Financial Management.

3.5.2.1.1 Advantages

- **Improved cash flow:** The NPO will not suffer from a one-time heavy down payment, in turn benefiting its liquidity and freeing cash for alternative uses such as school fees, operational costs etc.
- **Taxation** (not applicable to PBOs): Expenses for leasing are considered tax deductible, which is a less relevant benefit within the scope of this report, since PBOs like Young Bafana have received a tax-exempt status.
- **Flexibility:** Considerable flexibility exists in determining the financing arrangements of the lease. The terms of the leasing arrangement can be set up in agreement between the lessee (NPO) and

lessor (landlord). Lessors might be willing to allow for any type of flexibility, with a view on providing the non-profit occasionally with some room to breathe.

- **Less financial risk:** Since no initial heavy fund outflow is required, and therefore also only limited possible debt obligations arise, the NPO will experience less financial risk and will be able to focus on its core activities.
- **Lack of security needed:** No security or covenant is required to establish a leasing agreement, which is beneficial for NPOs that are often not in possession of many (in)tangible assets eligible for security.

3.5.2.1.2 *Disadvantages*

- **Lack of ownership (and control):** Since there is no transfer of ownership within a lease agreement, the NPO remains dependent on the lessor (here: landlord), which in turn can give rise to possible conflicts of interest between both parties.
- **Vast amount of overhead expenses:** The rental payments to be made represent a considerable burden on the expenses of the NPO (compared to the situation wherein the NPO is able to raise the amount needed upfront to buy the property).
- **Lack of asset acquisition:** Given the lack of ownership transferal, the NPO does not acquire an additional asset (here: land) that can be shown on its balance sheet, which the organisation could use as a security for other future investments.
- **Missing out on asset appreciation profits:** Should the asset (here: land) concerned appreciate, the NPO will not have a right on any profits made on the sale of the asset.

4 Results & Discussion

This section presents the results of our research and findings as a response to the problem statement outlined earlier in this paper. In the first section, the most substantial part of our solution will be presented, clarifying the strategic fundraising strategy we formulated, together with numerous practical recommendations that are ready to implement. Secondly, the topic of impact reporting will be considered, detailing both our motivations and insights as well as our approach to the practical creation of the impact report itself. Finally, in order to assist the organization in its challenging discussion regarding the acquisition of land, both financial analyses and an advice will be provided.

4.1 Fundraising Strategy

In order to create a systematic fundraising plan, an **overarching framework** has been used. This framework consists of ten different steps which will allow us to develop a strategic fundraising strategy for Young Bafana. Each step will be explained separately and elaborately discussed. An overview of the steps and a bullet-pointed description can be found in the table below.

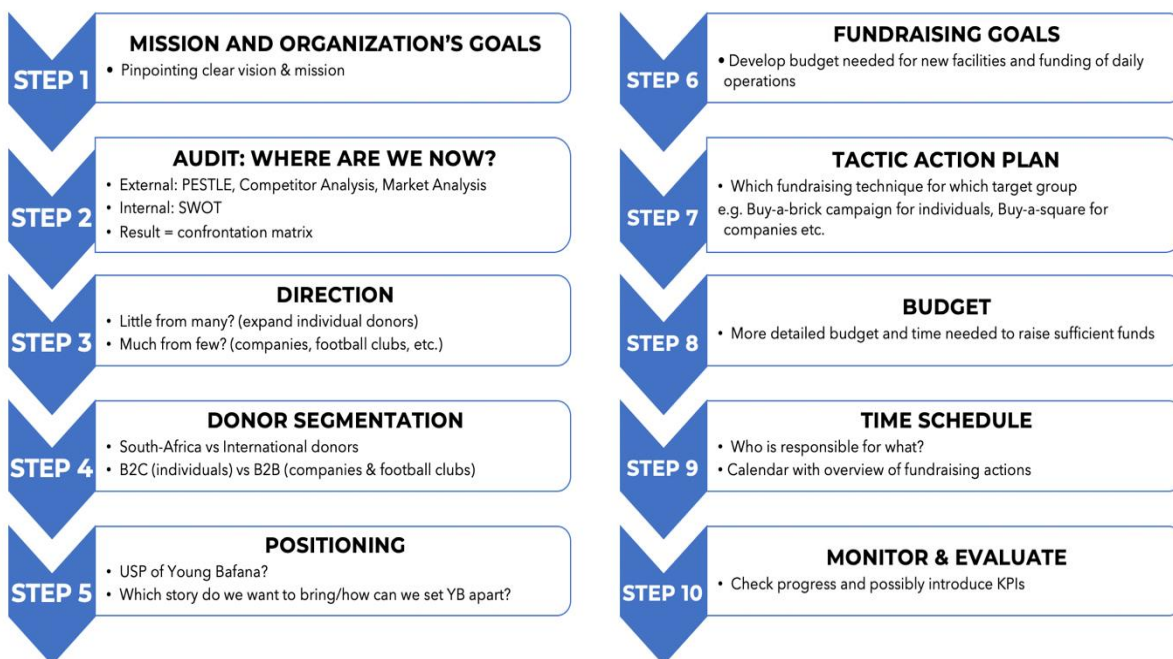


Figure 3: 10 Steps for creating a fundraising strategy for Young Bafana (Source: own creation, based on Scheerlinck et al., 2015)

It is to be mentioned that the **results of the survey** we conducted, were rather **contrary to expectations**. More specifically, only 2 out of approximately 100 prospect respondents (members of the iGMO-fund) managed to participate. Several explanations at the basis of this lack of response could be given such as the COVID-19 situation, disinterest in NPOs etc. Nevertheless, this matter has also enabled us to draw particular conclusions as will be detailed in some steps of the framework used in this section.

4.1.1 Step 1: Mission and Organisation's Goals

The mission of Young Bafana is to offer a **holistic development programme** for children from historically and socially disadvantaged backgrounds in South Africa by means of soccer and education. The programme will help the children to gain confidence, learn respect and to stay active in a safe environment.

The ultimate goal of the organisation is to **break the vicious cycle of poverty** by offering players free soccer trainings and classes where they learn English, math and social skills. Young Bafana wants to accompany each player on their personal life path, get them off the streets and effect the best possible influence on their development as persons and athletes. The goal is to create new opportunities and promote each child individually, which will increase their chance on a better future.

4.1.2 Step 2: Audit: Where are we now?

In order to understand where Young Bafana is standing right now, it is imperative to have as much information as possible on the organisation itself and the external environment. First, the external market will be analysed on both a macro and micro level, followed by an internal analysis of the organisation.

4.1.2.1 External Analysis

4.1.2.1.1 *Macro Environment*

The **PESTLE-model** helps to understand how the macro environment of a certain organisation looks like. PESTLE is an acronym standing for Political, Economic, Social, Technological, Legal and Environmental, which are all levels on which the organisation can be affected. In the figure below an overview of the main external impacts can be found. It is to be highlighted that the undermentioned represents a macro-model, which is why it is applicable to any NPO in South Africa.

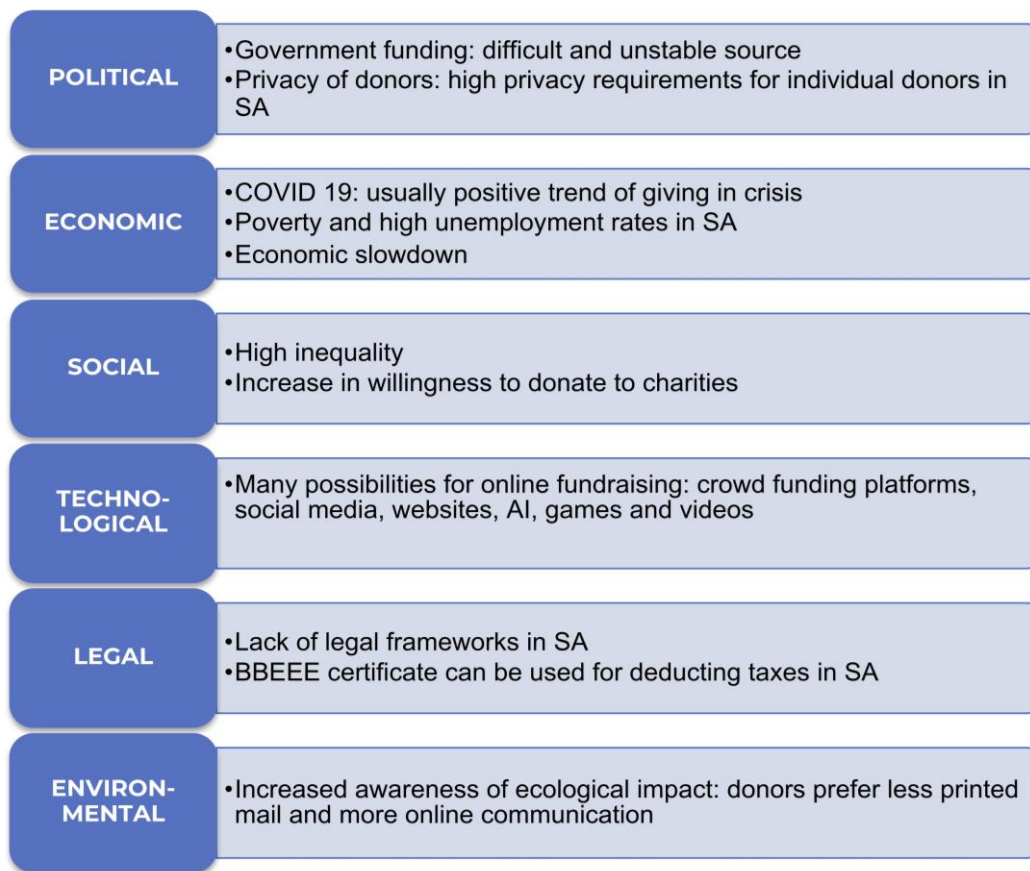


Figure 4: PESTLE analysis (Source: Own representation)

4.1.2.1.2 Microenvironment

After analysing the external macro environment, it is useful to narrow the scope and consider the microenvironment the organisation is operating in. Therefore, we have taken a look at who Young Bafana's closest competitors are. Having a glance at **direct competitors** is challenging for non-profit organisations, as they all operate in a unique way. Nevertheless, it is considerably interesting to see what campaigns competitors are running and how these organisations position themselves in the market. As mentioned in the methodology section of this paper, we have considered a comprehensive spectrum of non-profit organisations, before encountering organisations that are similar to Young Bafana on differing levels. In order to be pragmatic and practically relevant, we have decided to focus on two direct competitors that came out of our research (Oasis Place & Ubuntu Football). An overview of some interesting remarks regarding both organisations can be found in the table below.

From whom to learn?	What to learn?
Ubuntu Football: South-West of Cape Town	<ul style="list-style-type: none"> • Storytelling ('Meet the boys'-section on website) • High level of transparency (publishing annual reports, overview of Board of Directors) • Clear player pathways shown on website • Strong vision and mission
Oasis Place: Cape Flats, South-East of Cape Town	<ul style="list-style-type: none"> • Pop-up arena (mobile arena that can be hired/ sponsored by companies) • Tangible sponsorship opportunities
General	<ul style="list-style-type: none"> • Very structured programme composition which is also published on website • High level of transparency (publishing of annual impact reports)

Table 6: Competitors analysis: learnings (Source: own representation)

Another tool to analyse the market of a given organisation is **Porter's five forces model**. More specifically, the framework can be employed to evaluate the attractiveness of a particular industry or environment. Every force, analyses and identifies the competitiveness within the market on a distinct level and can thus help to understand the requisites and characteristics of our fundraising strategy.

As can be concluded from the figure below, Young Bafana is operating in a **highly competitive landscape** where it is very important, yet challenging, to differentiate oneself. Therefore, it is crucial for the organisation to have a strong and clear unique selling proposition, which is needed to set itself apart from other non-profits. Hence, in the development of our strategy, we took this given into account and adapted our recommendations accordingly.

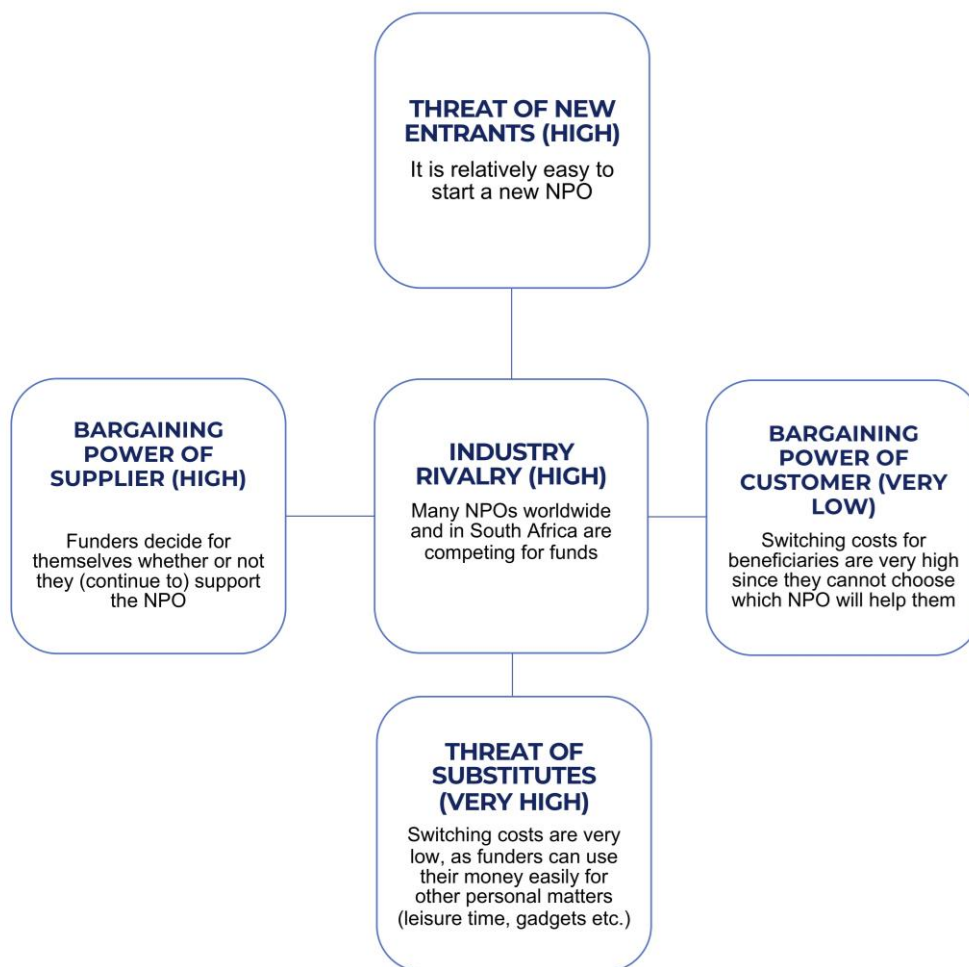


Figure 5: Porter's 5 forces (Source: Own representation)

4.1.2.1.3 Opportunities and Threats

The previous PESTLE-analysis and the model of Porter's Five Forces gave us a better understanding of the current external micro-environment wherein Young Bafana is operating. Next, in order to formulate a well-founded fundraising strategy, it is crucial to have an overview of the opportunities and threats in the external market, which are shown in the table below.

Opportunities	Threats
<ul style="list-style-type: none"> • Ability to duplicate Young Bafana in other locations, both SA and other (African) countries • Development of girls' teams • Ability to attract new talents in the townships, thereby increasing the status of Young Bafana's teams • Good charitable landscape in Anglo-Saxon countries • Possibility to receive support from media and brand ambassadors 	<ul style="list-style-type: none"> • Increased competition for funds and volunteers • COVID-19 and the likely following economic crisis reduce available resources of individuals and companies to give to charities • Political ties of South Africa with China might endanger future partnerships with US funders (given current US-China climate) • Socio-economic landscape: high unemployment rates • Preference of donors to give to purely educational charities • Safety: high crime rates

Table 7: Overview opportunities & threats (Source: own representation)

4.1.2.2 Internal Analysis:

4.1.2.2.1 Strengths and Weaknesses

Once the external factors have been analysed, it is important to investigate the internal environment of the non-profit organisation. An overview of the main strengths and weaknesses of Young Bafana can be found in the table below. Please note that this list is not exhaustive and that it is based on how we as student-consultant got to know the organisation.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong personal network • Intense and deep relationship with each individual player from the townships • Strong and thorough education, development and follow-up of each child • Good reputation with existing donors • Strongly present on various social media channels • Flexible, dynamic and enthusiastic team: ex. handling out food parcels during COVID-19 • Clear mission: Changing lives through football and education 	<ul style="list-style-type: none"> • Primarily relies on the personal relationships of the owner • No elaborate and up-to-date donor database • No own facility or field • No delineated and collective growth strategy/ LT plan • Limited online coverage regarding education • No resources available to expand support on a large scale

Table 8: Strengths and weaknesses of Young Bafana (Source: own representation)

4.1.2.2.2 Evaluation Past Fundraising Efforts

In addition to the strengths and weaknesses of the organisation, it is also favourable to evaluate previous fundraising efforts of Young Bafana. Through the years, the organisation established several **fundraising events**, such as an annual golf tournament. Further, Young Bafana created a **donor community** called 'Family Club'. Members of this club support the organisation by means of micro-donations on a monthly basis. With the rise of COVID-19, the organisation set up an **online campaign** to provide food parcels to affected families in the Lwandle township. This campaign was an enormous success, as more than 10.000 families received a parcel. Overall, the activities the organisation has set up so far, were successful. However, most of the donations can be attributed to personal links from donors with the organisation. This means there is a need **to expand the donor pool** beyond the personal the network of Young Bafana's employees.

4.1.2.3 Confrontation Matrix

Once the strengths, weaknesses, opportunities and threats have been defined, they can all be placed together in a confrontation matrix. The latter consists of four separate quadrants where the internal strengths and weaknesses are confronted with the external opportunities and threats.

	Opportunities	Threats
Strengths	<ul style="list-style-type: none"> The current practice in place of strong and thorough education, development and follow-up of each child, could be used to develop new girls' teams. Recommendations from current satisfied donors could be used to enter the Anglo-Saxon countries which are known for their favourable charitable landscape. 	<ul style="list-style-type: none"> The flexible, dynamic and enthusiastic team has the strength to pilot the organisation to the challenging times that the pandemic of COVID-19 brings. The well-established social media platforms help the organisation to distinguish itself from competitors
Weaknesses	<ul style="list-style-type: none"> At this point, Young Bafana is not yet ready to duplicate itself, missing a chance for enlarging its impact The lack of online promotion of the educational side of Young Bafana might lead to missing out on potential donations 	<ul style="list-style-type: none"> Having no delineated and collective growth strategy plan can be a hazard since the competition for finding funds and volunteers has increased. The fact that Young Bafana relies mostly on donations from personal, individual connections might be a risk in economically challenging times.

Table 9: Confrontation matrix Young Bafana (Source: own representation)

4.1.3 Step 3: Direction

4.1.3.1 How to Grow

As part of understanding where the organisation is standing right now and what the opportunities are in the future, one can make use of the **Ansoff matrix** to make a distinction between different growth paths. We refer to literature for the specifics on this framework. The results of employing this strategic planning tool made us conclude that Young Bafana is focusing on **penetrating the market**. To be more specific, the non-profit wants to optimise the current concept by building own facilities and taking the organisation to the next level. However, it has the possibility to grow in two other directions. First,

Young Bafana could decide to **develop their market**, by considering other geographical locations or by franchising their concept. This would give the organisation the possibility to extend their impact to other regions. The second option would be to **broaden the activities** which are currently offered. For example, Young Bafana could set up a girls' team, focus more on education or offer other types of sports. Our view on the growth strategy preferred will be given later in this report.

4.1.3.2 How to Raise Funds

In order to raise money, NPOs have the option of two main strategies, “much from few” and “little from many”. Both strategies require a fundamentally different approach since the organisation is dealing with two different target groups. When the NPO opts for a strategy where much money comes from few sponsors, it will be important to have valuable one-on-one relationships. However, if the organisation opts for the second strategy, having a sound communication plan will be crucial, since the organisation must target a larger group of people.

As Young Bafana currently wants to grow, their strategy should be aligned with the upcoming projects. Building **new facilities** for Young Bafana will require a vast amount of capital and therefore it is recommended to focus on the “**much from few**” strategy. This tactic requires intensive efforts to expand Young Bafana’s network, a task for which both board members and employees can help. It will be of great importance to address the right people at the right time. Among others, companies, football clubs and wealthy individuals would be part of the target group.

To fund its **daily operations**, Young Bafana can make use of the “**little from many**” strategy. A great start is their **Family Club**. Given their consistent monthly micro-donations, using these small-scaled funds will empower the organisation to cover its daily expenses.

4.1.4 Step 4: Donor Segmentation

It requires no extensive explanation when stating that a deliberate segmentation represents a very important step within the creation of any fundraising strategy. Therefore, in order to decide on which funders we would focus, we first examined an overview of all current donors, resulting in a relevant donor segmentation.

Ideally, even a small non-profit organisation should have an up-to-date donor database with extensive information about its donors (Blackbaud inc, 2011). Though Young Bafana provided us with such a database, it was incomplete and lacked structure in the overview. We therefore updated this database by restructuring it and including additional information from German sponsors as well as the 2019 numbers of events. We decided to stick with excel as a software package since this is easy to use and advised for small NPOs (Claes, 2008). We recommend Young Bafana to keep this database up to date by including contact information, socio-demographic data, past donations and some information about the strength of the relationship between the donor and the organisation.

By studying the existing database and conducting interviews, it became apparent that five main donor segments exist for Young Bafana.



Figure 6: Five main donors Young Bafana (Source: own representation)

First the group of **corporate sponsors** was the largest by funding 47% of total donations. Most of these corporate funds stem from German firms. In the past, multiple South African companies have also supported Young Bafana, specifically from the region of Cape Town. Though this segment stood in for a considerable amount of funding in 2019, most of Young Bafana's corporate sponsorships do not represent a stable source of funding. For example, if we exclude a one-time large donation of the German company Springer, the total percentage of corporate funding falls back to 24%, being only the third most important category. From this analysis, we conclude that there lies great potential in this segment given their usually substantial funding amount, however the biggest **challenge** will be to convince those corporations **to become long-term partners**.

Secondly, **individuals** serve as Young Bafana's main **source of stable funding**, accounting in 2019 for 29% of all donations. Within this donor segment, there are different types of individual donors. The bulk of the segment's amount comes from **wealthy individuals** from South Africa, Germany, UK and US. They all have a personal connection with the non-profit organisation and fund on a regular basis, which is why it is important maintain and sustain a worthy relationship with them. Then, there are individuals who support by attending and donating on **events**. These events include the yearly Golf Tournament Young Bafana organises, several Facebook Fundraising campaigns and other initiatives such as parties set-up by employees. Lastly, a group of individuals fund by means of **micro-donations**, being members of the so-called '**Family Club**'. They are committed to providing Young Bafana with a **stable revenue stream** by donating small amounts on regular monthly basis. Ideally, this group will be expanded in the future since the certainty of their donations makes it easier to plan ahead and to decrease the cyclicity in revenues.

Further, a segment whose potential has so far not been sufficiently unlocked, is in our opinion the category of the **volunteers**. These are past, current and future people who have had (or will have) the pleasure to experience life at Young Bafana themselves and are therefore likely to become very enthusiastic ambassadors. By involving them in the fundraising strategy, we believe we can enlarge the total pool of donors by tapping into the personal networks of these volunteers.

Fourthly, since Young Bafana is focused on soccer, they have well-established partnerships with other known **football clubs or football players**. Until now, these clubs do **not provide monetary funding**, yet help them to raise **awareness** or donate **equipment** to the non-profit. Some players

fund on an individual basis, others provide support more by increasing awareness with their fans or by being a role model for the children. In our opinion, several financial possibilities exist to gain from these partnerships in the future.

Lastly, Young Bafana organises soccer trainings not only for free for children from the township, but also for other children. These teams are called '**social teams**' and participants pay a **quarterly fee** to the organisation. As will be discussed later, we believe this segment is overlooked in the current fundraising strategy, yet holds a possibility to increase **stable South African funding**.

4.1.5 Step 5: Positioning

As part of positioning an organisation, it is crucial to define what sets the NPO apart from others. As highlighted before in this report, the amount of non-profit organisations has grown, which is why these days, the Unique Selling Proposition (USP) has significantly gained importance. For Young Bafana in particular, it is therefore crucial to think further than explaining their mission: "offering a holistic development programme for children from historically and socially disadvantaged backgrounds in South Africa by means of soccer and education." More specifically, in South Africa, there exist several non-profit organisations who all use sports or education to help underprivileged children (see Appendix 2). However, what in our opinion truly sets Young Bafana apart from others can be summarized in the following three points:

- Young Bafana **combines sports and education and** manage to **unlock the power** of this combination. This way, they can teach boys in an informal and playful manner not just English or maths, but also the norms and values of life. Children learn to be respectful and ambitious.
- Young Bafana was **founded as a dream** of Bernd Steinhage, which makes it a very personal story without set goals or targets. This spreads a true family feeling within the organisation, (and also radiates this feeling to the outside world) which is unique and in itself a great asset to help the children.
- Given this flexibility and family feeling, Young Bafana can grow and adapt as deemed necessary. Young Bafana **looks at each player individually** and assesses what a particular child needs to get the best help as possible. They arrange scholarships, provide housing or bring in a career coach, all to guide their players further off the field.

By using this USP and communicating it in a consistent way to their different donor segments, we are convinced Young Bafana can retain existing donors and persuade new ones to join.

4.1.6 Step 6: Fundraising Goals

Young Bafana aims at building their own facility so they can have the freedom to guide their players as they want to.

In order to fulfil this dream, additional funding is needed. First, based on previous calculations and our recommendation to lease the land in a first stage, Young Bafana would each year need to pay an additional **R120,000** (+/- €6,000) for **leasing fees**. Secondly, according to estimations from Bernd Steinhage, **building a facility** would cost approximately **R5 million** (+/- 260,000). These are costs related to their 2022 project, so ideally, these amounts could be raised within two years. However, due to the worldwide **COVID-19 crisis**, Young Bafana's funding has declined. Their events were cancelled, no training can be given to the social teams and part of their donations went to food parcels. Therefore, we advise to set these goals on at least a **three-year time-period**.

Thirdly, during this period, **daily operations** will proceed as normal, meaning Young Bafana will each year have to collect around **R1.5 million** to cover daily expenses.

Lastly, a non-monetary fundraising goal for Young Bafana is to secure more **stable funding** by finding long-term partners or to find new donors. Campaigns discussed in the following section are mainly aimed at achieving this goal, given that current donors of Young Bafana are already committed to supporting the organisation in all its facets.

	Amount	Timeframe	Purpose
Goal 1	R5,000,000.00	3 years	Facility + Field
Goal 2	R120,000.00	1 year	Leasing
Goal 3	R1,500,000.00	1 year	Daily operations
Goal 4	/	3 years	New + LT donors

Table 10: Overview goals on a yearly basis (Source: own representation)

4.1.7 Step 7: Action Plan

This step of the framework requires concrete plans to reach the previously discussed goals. Young Bafana is at a point where they require a large amount of additional funding, so having a clear action plan as part of their fundraising strategy is crucial.

We have formulated a **fundraising campaign** for each of their donor segments, since these groups need to be approached in a different way and they each attach value to other aspects of the cause. We will also give some very **practical, easy-to-implement recommendations** to make current fundraising efforts from each segment more lucrative.

4.1.7.1 Corporate Sponsors

The main advantage of corporate sponsors is that they have **larger yearly funds available** than the other segments. It is becoming increasingly important for companies to practice **CSR** (Corporate Social Responsibility) and supporting NPOs by philanthropic donations or a sponsorship increases these efforts (Jones & Mucha, 2014). We suggest turning to this donor segment to fund a soccer field.

We realize that corporate sponsors are probably the most **difficult to contact**. On the one hand, there are millions of corporations with corporate giving projects, but on the other hand it is hard to narrow them down to a specific target group of realistically, reachable firms. Therefore, we propose to bring in the **help from existing donors or members of the board** as much as possible. Concretely, we have conducted interviews where Jan Scholtz (South Africa), Björn Bischof (Germany) and Chris Cella (US) each expressed their willingness to contact companies within their network to ask for funding (see Appendix 7).

The lack of response in our survey made us realize that targeting corporate sponsors outside the US, South Africa or Germany, will be rather challenging. A **personal/geographical connection** to the organisation or a considerably favourable charitable landscape (as is the case in the US), serves as a prerequisite to engage in donating. Therefore, the following campaign and recommendations will mainly be focused on corporate prospects in the **US, South Africa and Germany**. Nevertheless, should Young Bafana be able to expand its spectrum of nationalities within its volunteer base, a diversification to new countries could be considered (given the afresh establishment of personal connections).

4.1.7.1.1 Campaign: "Share The Field"

To visualize the corporate donations, we propose to draw up a picture of the future fields divided into multiple squares and present it on the website or social media. Each square can then be bought by a company for a price of €1,000. Once a firm buys one or more squares, its logo will appear on the squares in question. The website will show an overview of all current sponsors on the digital soccer field. The total amount of funding that is still needed to realize the goal will this way also be displayed. A visual simplified representation of the campaign is given below and in Appendix 3.



Figure 7: Visual representation of the campaign 'buy a square' (Source: own representation)

Once the field is built, the logos of the companies can be placed on the fences around it for additional visibility and marketing purposes.

It is to be mentioned that not merely corporate sponsors, but also foundations or wealthy self-employed people can purchase a square.

4.1.7.1.2 Goals

With this campaign, we hope to raise enough **money to build the soccer field**. By making the donations tangible, we aspire to give corporations an extra push to opt for supporting Young Bafana. More specifically, we observed in the existing donor database that most corporations give around €3,000. We estimate that it would be possible to get support from around 10-15 companies, who each would donate between €1,000 to €5,000, which leaves us with a **total expected amount raised of around €45,000**.

In return, they can use our campaign for their own marketing and their logo will be distributed on the website, social media and future fences. This creates a positive brand image and therefore a win-win situation.

4.1.7.1.3 Recommendations

- As previously mentioned, we recommend **involving board members** as much as possible in fundraising from corporate sponsors. They not only work for companies themselves, they most likely also have a network of other business acquaintances. Given that Young Bafana has an own entity and board in Germany, we deem it realistic to convince **German corporate sponsors** to join the support group of Young Bafana.
- While reorganising the donor database, we have seen that there are multiple **South African corporations who have donated in the past**. We advise to **recontact** these and check for their willingness to support again. They can get visual representation in the area they operate in, so sponsoring holds a great benefit for them.
- Further, from interviews with Chris Cella (see Appendix 7) combined with desk research, we derived that it is best to additionally **focus on American corporate sponsors**. Charitable giving is very common in the US and companies often have their own foundations or budgets to spend.
- The online presence of Young Bafana on Facebook and Instagram is already sufficient. Nevertheless, we advise the non-profit to **increase its activity on LinkedIn**. This platform is mostly used by businesspeople and companies who might be interested to donate themselves, convince others to donate, create awareness for Young Bafana in their network or persuade their employer to make a corporate donation. For current corporate sponsors, being able to repost messages of Young Bafana can improve their brand image.

4.1.7.2 Individuals

Young Bafana is blessed with some very involved, generous individual donors. Yet also individuals with less funds available show they are willing to be support the organisations with smaller donations, some of which are member of the previously discussed Family Club.

4.1.7.2.1 Campaign: 'Build Our Dream'

We want to engage these people and new donors with the **'Build Our Dream'-campaign**. In this campaign, we will offer different types of virtual construction boxes that individual donors can pay for. These range from mini boxes of €10 boxes filled with e.g. a door handle, 4 bricks and 3 litres of cement to medium boxes with which you can buy a specific item that is needed e.g. a schoolboard. Should a donor prefer to give a large amount of money, he can commit to paying for an space, such as the lockerroom, which could then be named after that particular donor and displayed on the door of the room.

On the website, an overview will be given of how much is still needed and a picture of a house will be coloured a bit more each time someone buys a package. We created a suggestion of suchlike webshop, which is shown in the screenshot below as well as in Appendix 4.

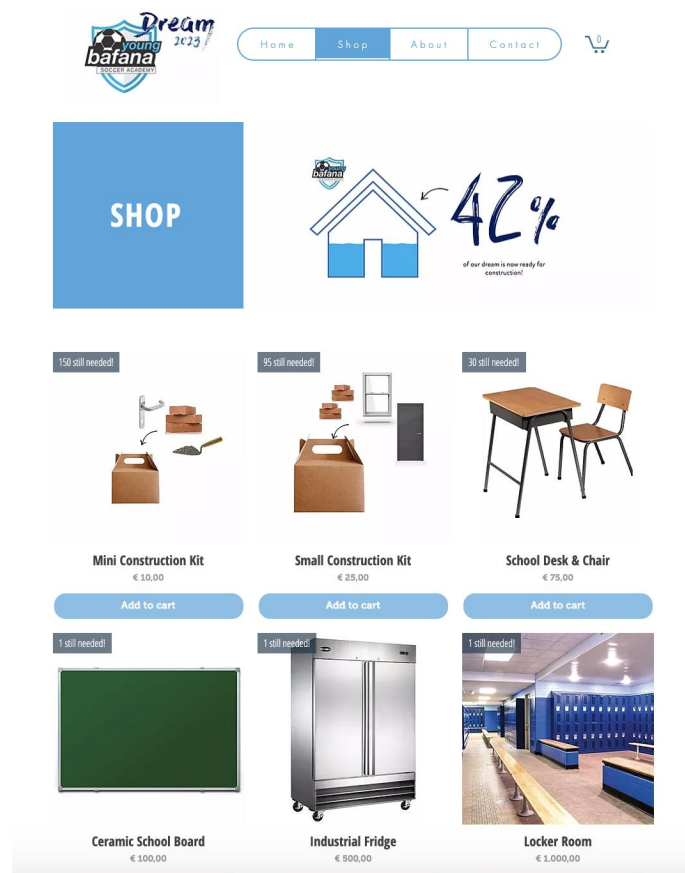


Figure 8: Web shop of "Build Our Dream-campaign" (Source: Own representation)

This is a very **visual** and **tangible** way of asking for support to build the facility. It leaves room for people to choose how much they want to give while showing that each donation counts. As a way of saying thank you, we propose to dedicate a wall in the new facility with the name of each donor on it, regardless of their sponsored amount.

4.1.7.2.2 Goals

With this campaign, we aim at raising additional **funds** to build the **new facility**, both from existing as well as from **new donors**. By offering the possibility to fund in small amounts, we want to attract as many people as possible with the strategy '**little from many**'. By making it visual, it is easier for existing beneficiaries to ask their personal network for something very concrete rather than asking them for money. We estimate to raise at least **€25,000** based on our own personal experience with fundraising, though this amount could vary depending on the willingness to donate.

4.1.7.2.3 Recommendations

On top of creating new campaigns, we have analysed the current way individual donations are raised and propose some adaptations.

Regarding online donations, we recommend the following:

- Add a **visual donation button** on every page of the website or give a clear **link** to the donation page on social media. This makes it as easy as possible to donate (Sargeant et al., 2007). Now, the donation page is rather difficult to find, which might diminish spontaneous funding.
- Make sure all **pages** on the website are in **English**, not just in German. When you click on the donation page as a foreign visitor, the text stays in English, but the language setting of the website automatically change to German. If a visitor then wants to go to another page, this will be shown in German.
- **Change** the examples of '**what you can donate for**'. It is very good to give tangible examples of what the organisation can do with a certain amount of money, as mentioned above. In our desk research, we have seen that multiple NPOs adopt this strategy. However, we believe the examples given are not the best ones to induce visitors to donate. Though important, bus maintenance, transport or new tires don't arouse feelings of compassion or guilt. We suggest instead giving following illustrations: school supplies for one child, a hot meal for one team, a ball, support of a child for one week, sandwiches for one team etc.
- **Include option to sponsor the raising stars programme**. It is unclear that it is an option for individual donors to vouch for the tuition fee of a player. In the impact report, the price per raising star player has been calculated, so this can be included as an option on the donation page.

- **Set a default amount that is high enough.** The default amount itself is the lowest of all amounts that are proposed by the organisation. Right now, this is not included on the donation page yet. According to Nonprofit Tech for Good (2020), adding suggestion amounts and setting the default amount high enough, can increase the average donation.
- **Add payment possibilities.** According to the Global Trends in Giving Report 2018, 54% of donors indicate they prefer to give online with debit or credit card (Nonprofit Tech for Good, 2018). During our study into best practices, we have also detected that most non-profits provide the possibility to pay with card or via a PayPal account. This makes it easier to donate, also for non-German international donors.
- **Add possibility to share a donation on social media.** When people can share their donation online, they will create extra awareness for Young Bafana throughout their network. Moreover, giving donors a possibility to get online recognition for their support, will even increase their future donations (Chell & Mortimer, 2014). On top of that, one share on Facebook may enhance the donation amount with £1-£18 (Waddingham, 2013).

We truly believe in the value of the **Family Club** and realize they are the main source of stable funding. Therefore, we encourage Young Bafana to make efforts to **enlarge** this group of donors. Especially in South Africa, we see potential to mobilize donors. We suggest doing this through one of the following:

- **Include parents of the social teams.** They already know Young Bafana and experienced how great it works for their children. There might be parents for which the quarterly fee is not expensive and who are willing to contribute a little extra each month.
- **Advertise for Family Club during events and on social media.** The existence of the Family Club is not visible on your website or social media accounts, so informing followers about this payment option might increase the total number of participants. During events as the Golf Tournament, people who are familiar with Young Bafana are gathered, so these are ideal occasions to persuade extra people to become a member.
- **Add levels to the membership.** As seen on the website of KickforLife in Lesotho, it might be encouraging to add titles to different members of the Family Club. The more someone contributes per month, the higher his/her level will be (e.g. champion member, supporter member etc.)
- **Add tangible examples of comparison to donation amounts.** As in our proposed campaign, people might be more induced to donate once their donations are made tangible. One could for example compare a €5 donation per month with drinking two coffees less.
- **Organise activities for Family Club members only.** In order to get the South African members involved, Young Bafana can organise exclusive events or activities such as a visit

to the township, watching a game of the performance teams, a new year's drink to thank members etc. This makes the membership more valuable and keeps the donors entangled with the organisation.

- In a best-case scenario, **beneficiaries** are so motivated to help that they spontaneously decide to **set-up their own fundraising activities**. What we have seen from best practices, is that a non-profit can induce this by including a **'Do It Yourself' section** on their donation page. Here, the NPO can give ideas about different events an individual can organise or activities he or she can do to raise money. These can range from organising a running competition to doing chores for others and donating the revenues to Young Bafana.

4.1.7.3 Volunteers

As previously discussed, there is no clear strategy to actively involve volunteers in fundraising efforts even though they are the ones who have actively participated in realizing the dream of Young Bafana. This makes volunteers ideal ambassadors who can share the story in a passionate and personal way with their own network. Moreover, people who aspire to come and volunteer for Young Bafana believe in the cause and are excited to help in the best way they can. This insight let us to come up with our campaign: "Volunteer of the Year"

4.1.7.3.1 Campaign: "Volunteer of the Year"

A common practice by non-profit organisations is to ask their volunteers to not come empty handed. Volunteers often help the NPO **upfront** either by **collecting monetary donations** or by bringing goods to their internship placement. We believe this can be an easy way to collect extra funds and to involve volunteers in the fundraising activities of Young Bafana.

We propose to ask this from volunteers by organising a **fun competition**. That way, it is up to the volunteers to decide how much effort they want to put into the fundraising activity and how much money they aim to collect. This competition would be called "Volunteer of the Year". The more money a volunteer raises, the higher his/her chances of becoming Volunteer of the Year. The winner of the contest would then be announced at the end of the year, would gain coverage on social media and would have his picture up on the wall of the new facility. In Appendix 5, a potential poster is included from which the thumbnail is shown above.



Figure 9: Volunteer of the year campaign (Source: own representation)

4.1.7.3.2 Goals

By engaging in this campaign, Young Bafana can **secure a stable source of income**. We estimate that this campaign can raise between **R68,000-R170,000 per year**. The lowest amount would be the case when 12 volunteers all raise the minimum amount of €300. The upper amount will be received when there are 15 volunteers who all raise an average of €600.

Given that most of these volunteers are coaches or teachers, they will be motivated to **raise funds for the new facility** where trainings and classes will be given.

Aside from financial benefits, this campaign also holds potential to **increase the brand awareness** of Young Bafana, especially when volunteers decide to host events in their home country and inform their own networks to raise the funding. In the long term, this can lead to **new volunteers** or even **new donors**.

4.1.7.3.3 Recommendations

In addition to the campaign, we have formulated several recommendations for the volunteer segment.

- First, Young Bafana can benefit from having **more international volunteers** instead of mainly German ones. They can spread the word of Young Bafana in their home countries and potentially open new networks of donors. This can be accomplished by making a brochure and sending it to universities worldwide. Adding a 'FAQ' section to the internship page can help to give volunteers all the information they need before contacting Young Bafana.
- During our interview with Chris Cella (see Appendix 7), a sponsor from the USA, it became clear that the US fundraising market is one with great untapped potential. He recommended Young Bafana to **target Catholic private universities with own soccer teams**. These schools are often actively looking for charities to support, either by monetary means, by giving scholarships or by organising exchange programs. Setting up partnership deals with them therefore seems realistic. Moreover, the US soccer league MLS (Major League Soccer) consists of soccer clubs who are more approachable than their opponents in Europe. If Young Bafana is ready to exploit this potential, they will need someone who puts time and effort into contacting these different partners, preferably someone located in the US. We would therefore **include a vacancy for a volunteer** who can work on this topic from the US for about 9-12 months. This volunteer would **visit potential partners** and **spread the word** of Young Bafana.
- Furthermore, we would add a more **general vacancy for a fundraising volunteer**. This person could help the non-profit by following-up on current and past donors, keeping the donor database up to date, keeping donors informed and contacting past donors to check their willingness to sponsor again. He or she will further be responsible for the recruitment of new international volunteers by drafting a brochure and contacting universities all over the world who offer sports/business education with an obligatory internship. This volunteer will

also be given the freedom to think about possible new events to organise or other improvements to be made to the fundraising strategy.

- In line with the recommendations above, the internship section on the website of Young Bafana will ideally look as follows:

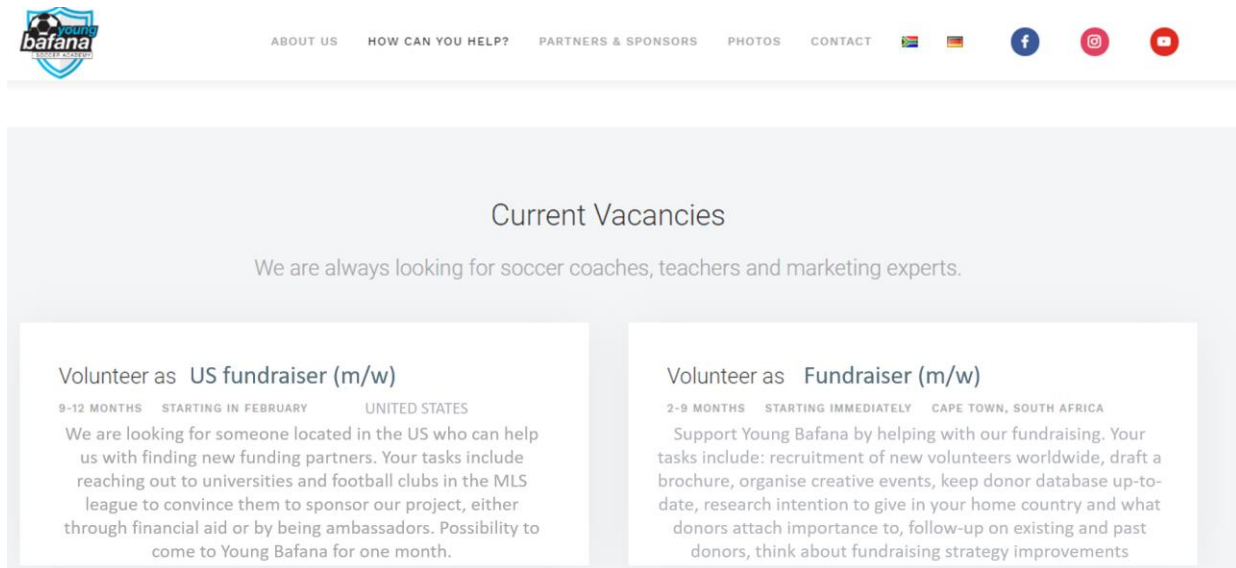


Figure 10: Website Young Bafana; section internships (Source: Young Bafana, 2020)

4.1.7.4 Segment 4: Football Clubs

Currently, Young Bafana has partnerships with two football clubs and name three professional football players their official ambassadors. During the interview with Björn Bischkopf (see Appendix 7), we learned that one of the partnering clubs is FC Köln, a well-respected German football club. He shared with us his aspiration of closing more partnership deals in Germany, both with large club as well as with smaller, recreative rural clubs. Until now, the **partner clubs do not provide financial aid**, but mostly create awareness or donate equipment. We have devised a **campaign to get financial support** from these clubs without asking for too much time and effort. This campaign can therefore also be **used for other clubs** who have expressed their interest in helping, yet claimed they don't have the time to be an actively involved partner (e.g. FC St. Pauli).

4.1.7.4.1 Campaign: “Score (y)our Dream”

In this campaign, we would organise an **auction** where small football clubs can place a bid to win an activity with the renowned football club. The name of the campaign refers to the fact that both the dream of players at a local football club and at Young Bafana can be realized with this auction. We will give an example where FC Köln is prepared to join the campaign since they have already supported Young Bafana in the past and one of their players is an ambassador for the non-profit.

Depending on the willingness of FC Köln, **multiple prices** can be auctioned such as:

- Play a friendly match game against FC Köln
- A soccer training from one of the players at FC Köln
- A tour in the stadium of FC Köln
- A photoshoot with the players of FC Köln
- Players of FC Köln come to your clubhouse to be bartender for 2 hours
- ...



Figure 11: Score (y)our Dream
(Source: own representation)

The local football club who places the highest bid, wins the activity and all revenues would go to Young Bafana. We see potential for this campaign both in Germany and in South Africa since Young Bafana knows famous soccer players in each of these leagues. In Appendix 6, a potential poster is included and its preview is shown above (Figure 11).

4.1.7.4.2 Goals

This campaign holds benefits for all parties involved.

For Young Bafana, this auction will raise additional **funding** which can be used to finance the **new facility**. A similar auction in Belgium was organised and raised up to €5,700. When the marketing of the campaign is done correctly, it will **increase** the **brand awareness** of Young Bafana with wealthy players and with the network of the rural football clubs. This can potentially **boost the number of new (long-term) donors**.

The rural football clubs will get a chance to meet their role models and have a teambuilding activity while raising the money as well.

The well-known football club can create a very positive brand image by not only raising money for a South African soccer NPO, but also by connecting with smaller football clubs from their own country.

4.1.7.4.3 Recommendations

- As said before, with regards to finding new partnership clubs we recommend addressing **soccer teams from the US league MLS**. Unlike the ones in Europe, these teams enjoy less popularity which makes them easier to approach and to convince them to support Young Bafana. These teams are also more used to attend sponsoring events and get less applications from other NPOs.
- With regards to Björn Bischkopf's idea to find financial support **with smaller, rural soccer teams in Germany** (especially within the region of Hamburg), we have asked around with the same type of Belgian teams and conclude that this target group is of **little value**. At first sight, these teams seem ideal candidates since they share the passion for football and train children of the same age. However, these teams often need additional funding themselves, so they will probably be reluctant to give financial aid even if they support the cause of Young Bafana.

4.1.7.5 Social Teams

Organising soccer practice for paying children via the social teams holds great potential to raise funds and even to become self-funding in the future. However, when examining the financials of Young Bafana, we realized that at this point the social teams provide **little to no revenue**. According to our calculations, in 2019, **a loss of around R50,000** was endured. Though these calculations are based on some additional assumptions due to a lack of complete information, it shows that the concept and fee of social teams must be reviewed. Additionally, given that there is only one coach for the social teams, we do **not recommend focusing on expanding the number of social team players**. Therefore, for this segment group, we will not propose an additional campaign.

4.1.7.5.1 Goals

Ideally, the social teams would provide Young Bafana with a **stable source of funding**. The fees of the players could therefore be used to finance **daily operations** or to pay the **leasing expenses**.

By increasing the fee with R200 to R1,000 per term and having an average of 40 players, Young Bafana would generate an additional **R32,000** per year.

4.1.7.5.2 Recommendations

- Given the loss made on social teams, we propose to **raise the fee amount**. This might cause some players to stop playing for Young Bafana, but in our opinion, it is better to have less players and be profitable, than more players and be loss-making on children who have more sporting opportunities. Our guess is that the price difference for most parents is not as significant, though the additional revenue can get Young Bafana one step closer to either realizing the goal of building a facility or increasing the total number of township beneficiaries.

4.1.8 Step 8 & 9: Budget and Time Frame

Though fundraising activities ideally do not cost the organisation anything, it is useful to think about potential costs upfront. There even is a positive correlation between the costs of fundraising activities and the revenues from such campaigns (Jacobs & Marudas, 2006). In our proposals, most **costs are related to building website features and advertising** for the campaign online or offline. In accordance to a study performed by The Nonprofit Research Collaborative (2011), increasing the total percentage of these costs can lead to an even higher percentage of revenue increase.

The framework advises the non-profit organisation to include a time frame and a responsible for each campaign to follow-up on the strategy. In the table below, we have made such a proposition for a **task division, time frame and budget** based on our knowledge. We propose to start the campaign for corporate sponsors around November since research shows that the end of the year is the period when companies make most of their donations. The campaign for individual sponsors can be launched whenever suited for the non-profit, however, the current situation of COVID-19 and the lack of resources should be taken into account. Therefore, we suggest launching no sooner than October, preferably when the things have started to go back to normal. The budget depends on how much advertising Young Bafana wishes to spend on the promotion of the campaign. In the end, it is naturally still up to Young Bafana to decide on the final outcome.

	Responsible	Time Frame	Expected Budget needed	Expected amount raised
“Share The Field”	Jan, Björn, Chris	3 years (Start: Nov 2020)	€400 (website + PR)	€45,000 – R880,000
“Build Our Dream”	Lennard + Volunteer	3 years (Start: Oct 2020)	€600 (website + advertise on SM)	€25,000 – R500,000
“Volunteer of the Year”	Graham	Yearly (Start: Jan 2021)	€100 (brochures)	€5,000 – R100,000
“Score (y)our Dream”	Lennard/Bernd	1 year (Start: Feb 2021)	€300 (website + advertise on SM)	€6,000 – R115,000
Profitable Social Teams	Bernd	Yearly (Start: Jan 2021)	€0	€1,600 – R32,000

Table 11: Overview budget & time frame (Source: Own representation)

4.1.9 Step 10: Monitoring and Evaluation

It is crucial to perform **timely evaluation** of fundraising campaigns, meaning before, during and after. Both **financial and non-financial criteria** should be evaluated on organisational and campaign level. Only by doing this, a non-profit can check whether its strategy is successful and therefore should be repeated in the future. The non-profit should analyze following data (Scheerlinck et al., 2015):

- Actual revenue vs. expected revenue
- Actual costs vs. expected costs
- Effectiveness of fundraising activities
- Suitability of strategy and techniques used

Moreover, Young Bafana can benefit from consistently monitoring their whole organisation based on certain **KPIs**. If this evaluation is done regularly on a yearly basis, the progress and growth of the organisation can be checked and if necessary, appropriate actions can be taken. We suggest overseeing following KPIs (Donorbox, 2019):

- Donor conversion rate
- Donor retention rate
- Donor attrition rate
- Yearly growth of donations
- Recurring gift percentage
- Fundraising ROI
- Stability of revenues
- Average donation size
- Percentage of gifts made online

This is a non-exhaustive list and depending on the needs and capabilities of the organisation, some KPIs can be included or excluded.

4.2 Impact Report

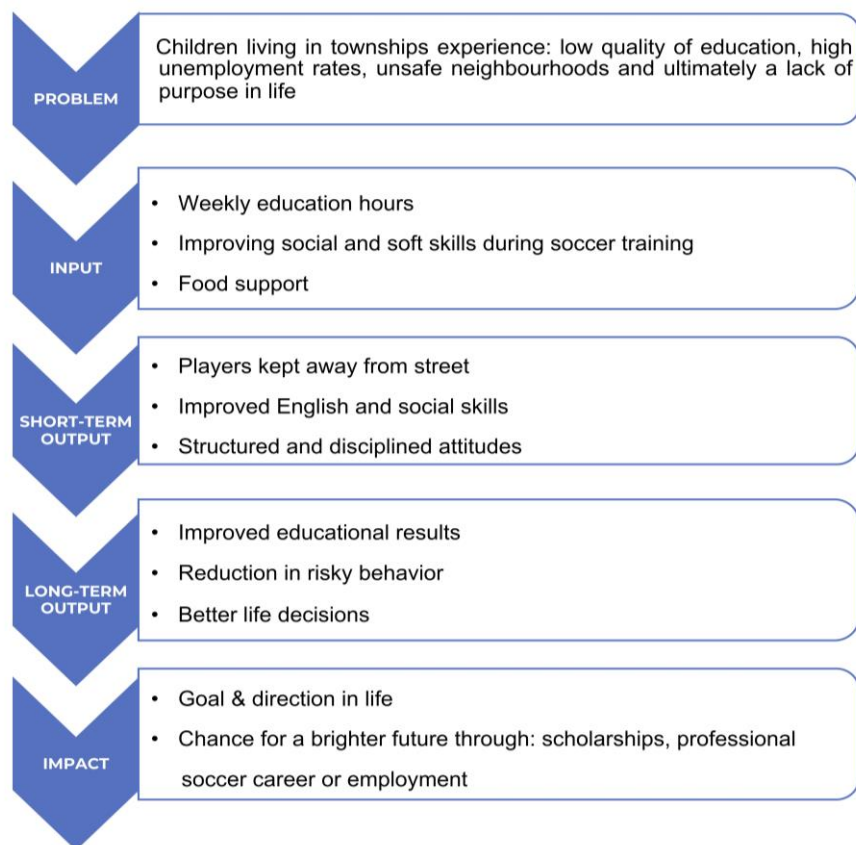
As repeatedly mentioned before, Young Bafana desires to grow and implement a new fundraising strategy. Hence, it will be important to have a **holistic overview** of what the organisation has done in the past and what it desires to achieve in the future. This can be summarized in an impact report, which would mainly serve as a **communication tool** for both current and future stakeholders, enabling them to gain truthful insights into the organisation. We managed to create suchlike report and would like to advice the reader to first consider the document concerned, before reading the remainder of this section. An overview of the impact report can also be found in Appendix 9.

This part of the paper will shortly touch upon three different topics, which are included more in detail in the annual impact report that has been referred to above. The aspects that deserved additional clarification are the following:

- The Theory of Change model
- Facts and numbers
- Personal stories/ testimonials

To create an impact report for Young Bafana, we combined **insights from literature together with best practices**. During our search, it became clear not every organisation has an elaborated report recording their impact on society. Nevertheless, various non-profit organisations choose to do draft such a document which includes a model or tool to explain what their input is and how their actions contribute to an improved environment. This helps different stakeholders and outsiders to understand the cause of the organisation.

One of the tools we find most clear and straightforward to use, is the **Theory of Change model**. This model explains which particular problem Young Bafana wants to address, what their input is, how its players benefit in the short- and long-term and what the organisation's ultimate impact on society is. A graphical overview can be found in Young Bafana's annual impact report 2019 (see Appendix 9)



In addition to this model, we choose to integrate clear **facts and numbers** explaining what the organisation has done in the past year and what it wants to achieve in the future. They also represent how Young Bafana uses received donations. The following achievements were represented in numbers:

- Number of children who have access to the facilities
- Hours of free education and soccer practice
- The average cost to support a player at Young Bafana
- The average cost of supporting a member of the Raising Stars Programme
- Total amount of food parcels distributed during COVID-19
- Total reach on social media

Further, we found that the influence of the impact report can increase by including **personal testimonials** from diverse stakeholders. These stories give real-life examples of how Young Bafana changes the lives of its players and shows the uniqueness of the organization. We opted for a variety of testimonials to give a full overview of the organisation. The total list of ideal contributors can be found below. It is to be noted that not all people approached have managed to find the time to contribute, however, we are convinced including them in a later point in time might still prove useful.

Name	Role	Region
Bernd Steinhage	Founder Young Bafana	South Africa
Björn Bischkopf	Chairman non-executive board	Germany
Hlonela Sitenge	Raising star: scholarship student at Somerset West	South Africa
Asanda Dani “Zuka”	Professional soccer player	South Africa
Keino Davids	Scholarship student at Sheridan College Wyoming	United-States
Pascal	Volunteer	Germany
Chantal Buhleier	Volunteer	Germany
Jan Zimmerli	Volunteer	Germany
Chris Cella	Sponsor	United States
Julia Simic	Ambassador	Germany

Table 12: People asked for sharing their personal story (Source: own representation)

4.3 Leasing vs. Buying

Young Bafana is looking for vacant land where they can build their own facility to offer a true home to all their players and to ensure the possibility to offer soccer trainings and teaching sessions on a regular basis. As such, the organisation can grow their current mission and enlarge their impact, as has been repeatedly mentioned before.

To occupy this vacant land, Young Bafana is presented with **two options**. Either they lease the land or they buy the land. In case of buying, two different scenarios ask for examination: one where Young Bafana raises enough money to buy land on its own and one where a loan will be taken out.

Since no official contract has been offered to the non-profit, it is unclear for some parameters which exact terms could be negotiated for leasing or buying land. In the following, we will explain what assumptions were made in order for us to give solid advice on the issue. All of the afore-mentioned were checked by founder Bernd Steinhage. He confirmed that, to the best of his knowledge, they are realistic (Appendix 7). Nevertheless, given the volatility of the exact parameters, we will assess each option in three scenarios: **worst-case, base-case and best-case**.

4.3.1 Parameters

4.3.1.1 General parameters

4.3.1.1.1 Time Period

Young Bafana is founded in the area of Somerset West and the plan is to stay located there. This is why we will assess its different options in a time period of **30 years**.

In case of leasing, a long-term lease contract can be closed. This gives the lessee (Young Bafana) the limited right over a piece of land for an agreed period of time. This could range from 10 years up to 99 years (Snymans Inc. Attorneys, 2020). Young Bafana is already in contact with two lessors of vacant land, both of which prefer to close a contract for 10 years with a possibility to prolong this in the future.

4.3.1.1.2 Inflation Rate

Looking at the inflation rate in South Africa over the past 20 years, there has been a peak of 10.99% and a low of 1.43% (Statista, 2020). However, the rate has been quite stable over the past years fluctuating between 4.13%-6.5% and is expected to stabilize in the future at a rate of 3% (Plecher, 2020). We will therefore use following inflation rates: **3% - 4% - 6.5%**. Depending on the different options, these rates will be used as best – base – or worst cases.

4.3.1.1.3 Discount Rate

The discount rate used to calculate the Net Present Value of each option, is the cost of debt. To determine this cost, we looked at the lending interest rate in South Africa, which is the rate charged by

banks on loans to prime customers. Over the past 10 years, this has fluctuated between **8.5%** and **10.5%** (Tradingeconomics.com,2020). Again, the average of these two will be used in the base case scenario, meaning **9.5%**.

4.3.1.2 Leasing parameters

4.3.1.2.1 Cost of Leasing

Currently, Young Bafana has been in contact with two landowners who are open to leasing their land for a longer period of time.

One proposes a rent of **R10,000 per month**, which means an annual cost of R120,000. The other one offers a lower rent proposal with **R6,000 per month**, so an annual renting cost of R72,000. As a base case scenario, we will therefore use the average of these two, namely **R8,000 per month** or R96,000 per year.

It should be kept in mind that some contracts index this amount each year to the inflation rate. There is also a possibility that upon renewal of the contract after 10 years, an additional increase in the leasing fee will be expected. These possibilities will be explained further during the discussion of our results.

4.3.1.3 Buying

4.3.1.3.1 Cost of Buying Land

It is very difficult to find vacant land around the area of Somerset West. If Bernd Steinhage had to make an estimation of a cost price of such a land, he estimated it at **R5,000,000**. This is the amount we will assume in the scenario that vacant land will be bought.

4.3.1.4 Buying with a loan

Since Young Bafana has not reached out to any banks regarding a loan, we base following assumptions on information retrieved online and during interviews with founder Bernd Steinhage (Appendix 7).

4.3.1.4.1 Interest Rate

As discussed above, the lending interest rate fluctuates between **8.5%** and **10.5%** in South Africa (Tradingeconomics.com, 2020). Granting a loan for vacant land is perceived as a risky investment for a South African bank (Rawson, 2017; Snymans Inc Attorneys, 2019). This means that, unlike in Europe, chances of lowering this interest rate percentage are small.

4.3.1.4.2 Size of the Loan

According to Cape Coastel Homes, banks are rather reluctant to finance 100% of the acquisition of vacant land. Most banks will only offer **loans for around 60% of the total value**. However, this may differ depending on the size of the land, its location and the extent of the deposit (Snymans Inc Attorneys, 2019). Assuming a total cost price of the land of R5,000,000, this would mean a **maximum loan of R3,000,000** will be closed, leaving an own deposit of R2,000,000.

4.3.2 Discussion of Results

In this section, we will concisely discuss all different scenarios and shortly touch upon some advantages and disadvantages of the different cases.

4.3.2.1 NPV as an Evaluation Method

In the following analyses, we made use of the net present value (**NPV**) technique as an evaluation method for project investments. Berk et al. (2012) refer to the NPV of a project as:

“The difference between the present value of its benefits and the present value of its costs. Since a project’s NPV represents its value in terms of cash today, the NPV investment rule, which states that all positive NPV projects should be accepted, is consistent with maximizing the value of the firm.” (p. 55)

Simplistically spoken, this calculation will show the present value of an investment based on its expected income in future years minus the cost of the project, taking into account the time-value of money. The higher the NPV, the more beneficial it will be for the organisation to take on the project.

4.3.2.2 Leasing

4.3.2.2.1 Financial Results

As previously mentioned, we assume a lease contract where the **rent** is each year **indexed with inflation**. To adjust for this in our calculations, we follow our anticipated inflation rate as of year 1.

In the assumption that the leasing contract will be extended for a longer period of time (in this case-study 30 years), it would mean that the original 10-year contract will be renewed. Chances are that the rent will change when renegotiating the contract. These changes are thus assumed to take place in year 11 and year 21.

	Base	Best	Worst
Inflation rate	4%	3%	6.5%
Discount rate	9.5%	10.5%	8.5%
Initial cost Y1	R96,000	R72,000	R120,000
Increase in rent in Y11 & Y21	0%	-2%	+2%
NPV of cost	-R1,304,515.26	+ R832,562.76	-R2,563,555.96

Table 13: Overview leasing in base, best- & worst-case scenario (Source: own representation)

4.3.2.2.2 Advantages

Following advantages come with this option.

- **Financial flexibility:** Young Bafana will not be tied to a heavy investment or loan obligations, especially if an arrangement is included in the contract allowing for a flexible payment in difficult times.
- **Geographical flexibility:** should Young Bafana at one moment consider expanding or relocating, ties to the land will be limited.
- **Building of the new facilities** will be **quicker initiated** as the organisation is not forced into raising the above-mentioned initial investment as a precondition to start the construction works.
- Young Bafana will be able to **focus on its core activities** and allocate the majority of its funding to executing its mission. As mister De Buck told in an interview: “perhaps it is not the mission of the non-profit organisation to invest money in land, but rather invest it in people” (Appendix 7).

4.3.2.2.3 Disadvantages

There are disadvantages to consider with regards to this option.

- Young Bafana will be **dependent on a landlord** and his decisions and behaviour. A sound and well-established relationship is mandatory for the agreement to succeed now and in the coming 10, 20, 30... years.
- **No possibility** to tap into any **profits of the appreciation in land value**, since Young Bafana will not be the owner of the land.

- Young Bafana will **miss out on an asset inclusion** on their balance sheet that would make them look considerably stronger to (future) lenders and funders.

4.3.2.3 Buying with Own Resources

4.3.2.3.1 Financial Results

We consider the case in which Young Bafana would buy a vacant land at R5,000,000. This entire sum would be raised through fundraising campaigns, leaving the organisation to not need any loans.

At the end of the 30 years, the land is assumed to have increased in value according to the inflation rate.

	Base	Best	Worst
Inflation rate	4%	6.5%	3%
Discount rate	9.5%	8.5%	10.5%
Initial cost	R5,000,000	R5,000,000	R5,000,000
NPV	-R3,593,166.02	-R1,971,135.70	-R3,975,528.03

Table 14: Overview buying base in best- & worst-case scenario (Source: own representation)

4.3.2.3.2 Advantages

Following advantages come with this option.

- Once the high purchase cost has been paid, the non-profit will be able to **use all future resources for the growth** of the organisation itself.
- Possession of assets will **increase the value of the non-profit** thereby increasing its chances of receiving loans in the future.
- Assurance that land is theirs, **free to build the facility**.
- Potential of **appreciation of land**, so possible revenue in the future should the land be sold.

4.3.2.3.3 Disadvantages

There are disadvantages to consider with regards to this option.

- Finding a **suitable piece of land is difficult** within the region of Somerset West.
- **Raising** such an **amount** of money within the set time frame of 2-3 years will be **difficult**.
- It is questionable whether funders will be satisfied when all their **resources go into the purchase of land** instead of the development of the children.
- **Flexibility** of the organisation will **decrease** since it will be tight to a specific location

4.3.2.4 Buying with a Loan

4.3.2.4.1 Financial Results

We consider the case in which Young Bafana buys vacant land by means of a loan. This will amount up to 60% of the total sum of R5,000,000. This amount of **R3,000,000** will have to be paid back over the period of 30 years at an interest rate discussed above. The organisation would have to contribute a **deposit of R2,000,000 from own funding**.

Once again, the possibility to sell the land at the end of the 30-year loan period is considered. The current value of the land is taken to increase at the same rate as the corresponding inflation.

	Base	Best	Worst
Inflation rate	4%	6.5%	3%
Discount rate	9.5%	8.5%	10.5%
Interest rate	9.5%	8.5%	10.5%
NPV	-R1,077,321.82	+ R817,047.23	-R1,241,933.62

Table 15: Overview buying with a loan: in base, best- & worst-case scenario (Source: own representation)

4.3.2.4.2 Advantages

Following advantages come with this option.

- Young Bafana will have the benefits of **owning the property** without having to present an extensive down payment.
- They will not have to tiptoe around a landlord, but rather be **free to use and control the land**.
- Young Bafana be able to show a **very strong balance sheet** to current and future stakeholders and lender.
- Potential to **enjoy revenues from appreciated land** should it once be sold.

4.3.2.4.3 Disadvantages

There are disadvantages to consider with regards to this option.

- Finding a **suitable piece of land is difficult** within the region of Somerset West.
- **Flexibility** of the organisation will **decrease** since it will be tight to a specific location.

- **Heavy monthly payments:** under this scenario, Young Bafana will be obliged to pay a sum of on average R25 000 on a monthly basis. This gives them an increased exposure to financial and liquidity risk.
- **Donors** can be **reluctant to pay for loan instalments**, so there is a risk that they stop funding if they get the perception their donations are used for this

4.3.3 Summary of the Results

Analysis of the results show that from a theoretical and financial point of view, buying land with a loan is optimal. However, careful consideration should be taken when interpreting this statement. To be more precise, from a practical perspective, as mentioned during the calls with Young Bafana's director, finding an ideal piece of land serves as a fundamental condition to this decision. Unfortunately, the latter is not an easy and straightforward task in the surroundings of the Lwandle township. As we were told, **not many properties are for sale** and most of the open land is state-owned. Nevertheless, should the organisation be able to find a piece that is well suited, **investing** in its acquisition **with a loan** renders the organisation with **the most beneficial situation from a purely financial view**.

Another consideration deserves specific attention. More specifically, Young Bafana should be aware that in the scenario of buying with a loan, it should be able to bring up a **monthly amount of on average R25.000**, in order to finance the annuities of the loan. This substantial cost can heavily weigh on the monthly expenses of the NPO. As was revealed during our research, sponsors pay great attention during their giving decision to the percentage of funds going directly to beneficiaries. Since the cost of R25.000 is on average more than the double of the monthly leasing cost (approximately R10 000), a vast amount of funds destined for beneficiaries is transferred to the financing of the loan instead. Hence, this matter might influence the giving behaviour of certain individuals of corporates, which is rather undesirable.

Furthermore, it is to be emphasized that this noticeable **payment** is **required on a regular basis**. Thus, Young Bafana should recognize that in order to meet the monthly financing obligations, stable and recurrent funding is required. It is therefore advised to encourage recurring donations and to increase reliable revenue.

Nevertheless, as mentioned before, having a **permanent home** from which **control lies in complete hands of Young Bafana** cannot not be underestimated as an advantage. According to an article in Shelterforce Magazine's Spring 2019 (Ettlin, 2019), not having to be dependent on a landlord or other agents, allows NPOs to push on their missions, to be seen as an anchor in the community and to become an important hub creating opportunities for the ones they serve. In line with this reasoning, Young Bafana could **become more rooted** in the surroundings of Somerset West and accordingly more committed to the people of Lwandle, which they are trying to empower.

4.3.4 Recommendation

Taking all previous points into consideration, we would advise the following. Since Young Bafana still currently finds itself in a phase of growth, we would **buy the land with a loan after a fixed amount of years of leasing**. This way, Young Bafana can primarily focus on broadening its impact and concentrate on their beneficiaries, without being locked into a location and saddled with excessive financial risk. The decrease in liquidity due to the increase in fixed costs (in combination with the future cash outflow for the planned facilities) will limit its financial flexibility as well its ability to absorb risk.

From the moment Young Bafana's **finances become stable** and a relatively **certain future** would be assured, **buying the land** should become their main priority. The effect of the acquisition of this property will be shown on the balance sheet. More precisely, the increase in equity could be greatly significant. The latter could namely guarantee another loan, for instance, should the NPO need to borrow capital for cash flow purposes, to launch a new program or build the facility etc. Even more important is that the asset will make Young Bafana come across as stronger and more credible to both lenders and future sponsors.

A condition to this way of working is a contract with the landlord that will allow the organisation to acquire the land within a certain amount of time. At that moment, Young Bafana can look at realigning their priorities and at truly investing in the community of Lwandle, by setting an example, by rooting itself and by becoming an integral social hub.

5 Our Own Growth Strategy Proposal

During our interviews, we came across a **lack of consensus** on the growth vision between multiple stakeholders. More specifically, when asking different interviewees about the future of Young Bafana, no clear strategy or goal seemed to exist. Therefore, it is our primary advice for the board to jointly **agree upon a clear and delineated growth strategy**. Under the common denominator of corporate communication, this vision should afterwards be communicated to all employees and members of the organisation. This is in line with academic studies, in which successful organisations reported that corporate communication has been **crucial to the success** of the functioning of the firm, particularly in terms of implementing strategy and building reputation (Foreman & Argenti, 2005). In the remainder of this section, we will elaborate on our own view on the possible growth strategies of Young Bafana, according to the current mission, resources and state of the organisation. A division was made between short-term, medium-term and long-term growth, in order to facilitate future performance evaluation and benchmarking. Note that relatively each scenario is based on the presupposition that Young Bafana will possess its own facilities, for which we created a fundraising strategy in the previous paragraphs.

5.1 Short-term Scenario

On the first hand, we would introduce a new division of the current teams. During our research, we often noticed a sign of confusion when introducing Young Bafana to individuals who were entirely unfamiliar with the organisation. First, **many could not seem to match the mission** of Young Bafana, aimed at changing lives, with the existence of merely a performance team. Questions and remarks arising were: "If I understood well, this organisation wants to change the life of children in the townships. But what if a child does not possess excellent football skills, can his life not be changed?". This statement is more or less in line with what popped into our minds when coming across Young Bafana for the first time.

Secondly, we noticed that the **name "social teams"** additionally **caused misinterpretations**. More specifically, the term looks like it is referring to teams of township children, who do not play soccer because they are talented, but because of the other benefits the sport provides them with (holistic development, safe space, contact with other children, etc.). Thus, based on the labels, intuition would suggest that social teams are the ones who come to the academy for the joy of the sport, the community feeling and the time away from the townships. People would guess they spend as much time at Young Bafana as the performance teams, the only difference is their level in soccer-training. Performance teams, however, would be part of Young Bafana for all of the afore-mentioned aspects, but above all, because they want to pursue a career in professional football.

Since these ways of thinking are entirely not in line with what the term "social teams" refer to in reality and with how Young Bafana actually functions, we propose an **alternative team or league division**.

It is to be noted that this new segmentation presupposes a growth in the number of Young Bafana-members, in order to guarantee a proper functioning of all teams and the organisation as a whole. Below, one can find a schematic overview of the proposed classification, including the new names, the number of players per team and the role/characteristics of each league.

League	Gender	Number players per team	Characteristics
Performance (U16-U18)	Boys	15-20	<ul style="list-style-type: none"> • High-performing, talented players • Preparation for professional football career • Serve as role-models for children in development teams • More training hours, intensive coaching and elite football training • Comprehensive guidance through quality education and holistic mentorship • Individual-focused
Development (U12-U18)	Boys & Girls	30-35*	<ul style="list-style-type: none"> • Main goal is to spread the joy of football and to keep more children away from the townships • Mixture of motivated children, selected on attitude (not merely soccer skills), different football abilities • Players eligible for Performance teams (e.g. U14 for which no performance team exists, yet very talented or promising players from other ages) can train 2 times a week together with a performance team • Players can be transferred to a Performance team any time, based on their achievements • On long-term: two types of development teams; one for selected footballers, in preparation of Performance teams and one that is open to boys and girls of all football abilities • Way of giving back to the community • Additional education hours -> thanks to the reduction of training hours, one or more hours of soccer training can get replaced by extra

			education hours
Fun (5-14)	Boys & Girls	Current number (50-80)	<ul style="list-style-type: none"> • Paying members (fee per term) • Mainly serve as unique source of funding for the Performance & Development leagues • 2 x weekly training with a focus on fun • Conserving long-term partnership with Beaumont Primary School

Table 16: Overview proposed classification (Source: own representation)

** subject to change, can vary according to number of children interested in Young Bafana per term/season/...*

It is to be noted that this division will require a **revision of several operational processes** (e.g. coaching schedule etc.) and possibly an **addition of new employees** to the payroll. Furthermore, the existence of the own Young Bafana arena would facilitate this scenario to a considerable extent. Should this strategy be implemented before the investment in the facilities, solutions to logistical challenges should be found, given the membership growth. For example, development teams are not required to be present on the field at 16 PM, which is the case for the performance teams. Therefore, the time the bus is standing still (16 PM-20 PM), can be used for picking up certain players originating from development teams at the Lwandle township. Other alternatives can be sought for, such as players already walking one part of the route which saves time for the bus etc. It is additionally to be highlighted that the introduction of **girls into the organisation** forms part of this growth perspective, something both the outside world and Young Bafana itself would like to see happening soon.

5.2 Medium-term Scenario

In the medium term, in order to match with Young Bafana's vision of assisting in the holistic development of children, an **end-to-end experience** for the beneficiaries should be the main goal. More specifically, Young Bafana could look at becoming more than merely a football field or soccer academy. They can aim at helping young people realise their full potential by creating an environment that is completely safe from violence and toxicity, contrary to the living conditions of many children. In this **social hub**, all beneficiaries could have access to quality infrastructure, after school-programmes, and several services/support. It could include a place where children can do their homework, a space where they can access Wi-Fi and computers, a library, a place for meeting-up with peers, space to practice other sports etc. To take it even further, they could include co-working areas, networking spaces or even shared office space for other NPOs. Should Young Bafana want to provide permanent residence for some of the players (as they currently expressed during interviews), this wish could also be included in the hub.

An important asset to this growth perspective would be the newly created **refreshing opportunities** for participants. To be more precise, children or young adults from the township could for example get

educated on nutrition and cooking, upon which they can apply their skills by daily preparing meals and snacks for the beneficiaries (both residents and non-residents). Going one step further, some youngsters could be trained to perform administrative tasks. This would free-up crucial time from employees and volunteers, enabling them to focus on fewer operational tasks and more on providing mental and development support. Thus, to some extent, Young Bafana could **involve participants in the daily functioning of the organisation**, which could make these feel empowered and valued. In this way, some interesting variation is brought into their daily routines and additionally, their life-skills curriculum is enhanced.

To conclude, Young Bafana could **become a place for interaction and collaboration**, a place where people feel at home. The children could enter the social hub not merely on days on which they have soccer training, but also on regular days to have social interplay. In this way, Young Bafana would effectively manage to keep children away from the township and to offer them full guidance. The continued presence of the staff, serving as role-models and examples for the players would contribute to their day-to-day development and their ambition to become competent, reliable and empowered individuals.

5.3 Long-term Scenario

As in many long-term growth perspectives, **geographical expansion** serves as a focal point. However, the implementation of these visions is often easier said than done. In line with what was mentioned during our interviews, it serves a primary advice that the desired concept of Young Bafana, as defined by the board and the founder, functions in a proper, stable and waterproof way, before any geographical expansion is undertaken. We highlight that the growth strategy below is more or less in line with the current future vision, as expressed by the founder. For other, more out-of-the-box strategies, we refer to the following section, in which alternative solutions are being discussed.

In order to geographically expand, we would introduce the concept of **“Young Bafana Light”**. This would allow any motivated, driven and entrepreneurial individual to set-up a Young Bafana 2.0, 3.0, etc. wherever he/she desires. We would firstly advice to target locations within South Africa, given the current experience of the board and other employees with the country. The “Young Bafana Light” set-up would not require an asset-intensive approach, but would rather **focus on the basic values and mission of the organisation**. Therefore, this concept would be built around **three pillars, being Education, Soccer and Community**. Room for local adaptation will be left, in response to the specific resources available and the needs of the local target communities.

A starter package would be provided to the future founder of the new Young Bafana branch. This would amongst others include:

- Prospect together with Bernd Steinhage (original founder) at target location
- Basic starters capital
- Functional guide detailing
 - Operational processes (coaching schedule, training specifics, etc.)
 - Tools to measure performance
 - Best practices from current experience
- Administrative support from overarching Young Bafana-organisation
- Marketing exposure on all media of overarching Young Bafana-organisation
- Regular coaching sessions by overarching Young Bafana-organisation
- Access to funding & partner network

The basic package would allow for example a Young Bafana graduate to start his own (light-version) academy, with room for local adjustments. One could decide to shift the focus to one or more pillars. At first hand, the newly created branch should look for **sustainable partnerships**, such that no heavy investment would be required. For example, soccer training could be given at the facilities of existing sports clubs, established school-infrastructure can be used of etc. This particular Young Bafana branch could then on its own expand in size and look at possible investment strategies (own facility etc.). We emphasize that encouraging (and even educate) current academy participants to start their own Young Bafana somewhere in South Africa, might benefit the implementation of this concept to a considerable extent.

6 Alternative business models for Young Bafana

With an eye on taking up our role as external student-consultants, this section will elaborate on alternative business models for Young Bafana. It is to be noted that the following ideas represent more **out-of-the box concepts** that might go against the current way of working in the non-profit. Nevertheless, we believe these scenarios could serve as an input for discussion and a critical assessment of the organisation's current operating format.

6.1 Asset-light business model

One option to rethink the current practices of Young Bafana is the alternative of installing an asset light business model. Currently, Young Bafana opts to build their own facility, which implies heavy investing into assets. In this asset-light scenario, we shed light on the possibility to use their resources differently and thereby enlarge the total group of beneficiaries.

In this proposal, the concept would be rather straightforward: instead of the children coming to Young Bafana, **Young Bafana would come to the township**. An important implication is that the conditions of the soccer field will be considerably worse and sometimes even none existing, since activities could even well take place on the street.

The organisation would be divided into **two co-existing and reinforcing branches**: education and soccer. In the following sections, we will zoom into each of these two departments and discuss them in detail. We will end with an overview of the potential benefits and issues of this asset-light business model.

6.1.1 Educational branch

Within this particular branch, the focus would be more on education than what currently is the case in the organisation of Young Bafana. The idea is that a group of teachers and volunteers would go to a predetermined location in the township three times a week, bringing necessary school supplies such as a school board, books, paper, markers, pictures and so on. Children aged 6 to 18 could freely go there and sign-up for a two-hour course by giving their name and showing their report cards. The total group of students will then be subdivided based on their current level of English or age category. Each session will cover one specific theme, such as 'take public transport', 'soccer training', 'business language', 'go to the grocery store' etc. During these courses, students will learn new vocabulary and grammar in a playful and hands-on manner. These **sessions will require little material** and will preferably **take place outside**, which would result in **more children joining** education sessions compared to the current functioning of Young Bafana. The more separate courses would be taught, the better. More specifically, providing multiple sessions at the same time would not only lead to an increased number of educational beneficiaries, but also to an optimal subdivision of the total group.

In an ideal situation, this business model would require that at least one **extra teacher** would be added to the payroll and **more volunteers** would be reached out to. Furthermore, given that **classes are taught in a non-subsequent manner**, all types of volunteers (teachers, mothers, fathers, students, etc.) could all step forward whenever they want and how often they want. The best-case scenario would even involve the possibility that **young graduates from the township can become teachers themselves**, which would offer them employment while Young Bafana benefits from extra work force. Depending on the total number of potential teachers, the visits to the township could be assigned to one age group at a time. For example, on Monday, classes could be organised for children from 12 to 16 years old, or rather to all different age categories at once. To take it even further, they could organise additional sessions where children would be free to ask questions about schoolwork, to come and read books privately, etc.

Young Bafana could opt to **arrange these educational sessions themselves**, which would require quite a lot of preparation and involvement from all teachers and volunteers. Alternatively, they could **collaborate with** another NPO called '**Mobile School**'. This organisation provides all necessary equipment and ready-to-teach courses and even offers training sessions to teachers.

A last characteristic that links this department to the soccer branch would be the following: **kids can only attend soccer training when they can show a stamp they received after following a course**. The latter would offer an extra incentive to children to come to the classes and educate themselves in a profound way.

6.1.2 Soccer branch

This branch of the organisation would be structured in a different way compared to current soccer practices. As is the case in the educational branch, soccer trainings will be given by employees, volunteers or graduated players of Young Bafana in the township. As highlighted before, this naturally implies that **no qualitative field** is available and instead only an available piece of vacant land would be used. Practices will be organised three times a week and Young Bafana would provide necessary equipment such as goal posts, balls, cones etc.

In contrast to the current trainings, **all children can join the soccer practices regardless of their soccer skills, gender or age**. The only requirement they need to fulfil is showing the previously mentioned stamp they can obtain from following an English course. In this business model, soccer practices in the township would serve more as active leisure time, which is why the **current level of seriousness would be lowered**. A considerably increased number of children can join and not every training is obligatory to attend. Nevertheless, attention will still be given to teaching children about different life-skills and attitudes. The main goal of these trainings is to keep children busy, keep them away from bad influences and let them get acquainted with the rules and values of Young Bafana.

However, with a view on not losing sight of the current level of Young Bafana's teams and the capabilities of current staff to train successful football players, we suggest holding onto the **existence**

of one performance team. This team would still get intensive training and coaching as is the case now in Young Bafana. The aim would be to train the most talented players from the township and still offer them a chance on becoming a professional football player. Given that they can only hone and optimise their football skills by attending as much practices as possible, they are additionally incentivised to attend a vast number of educational courses (since they need their education stamp to attend training). As an additional benefit, this performance team can function as role model for all children in the townships.

6.2 Hybrid dual business model

Another interesting path that might be considered, situates itself in the context of strategic design thinking within the existing organisation. More specifically, one can look at adapting the non-profit status of Young Bafana to a more hybrid organisation, in which they combine their current charitable initiatives with a possible for-profit structure, resulting in a **dual business model**. In other words, it would be an option to consider designing a new organisational structure and additionally generate **innovative streams of income**. The latter could not only support their current mission financially, but could also **entail varying tangible opportunities for their beneficiaries**, such as employment and occupation. It is to be noted that this line of thinking is a rather asset-intensive approach and builds further on the presupposition of the new facility construction. Thus, the main idea would be that Young Bafana would be transformed into a unique football academy, by both being a social enterprise and a charity at the same time. Hence, they could keep on exploiting their mission to change lives, even in a more holistic way, by **leveraging and using their assets to realize sustainable community outcomes**. An important remark is that this scenario does not come without challenges. For example, the concept would not merely imply a substantial increase in administration, it would additionally require profound coordination between both units.

We developed **two possible branches** in which the organisation could expand, which could be adopted jointly or separately. It is worth pointing out that when applied jointly, the different units could eventually reinforce each other. For further specifications, we refer to the different separate sub-parts. Note that under each scenario, a separate entity X will thus be created, standing next to the current organisation of Young Bafana as an equal, as shown on the figure below.

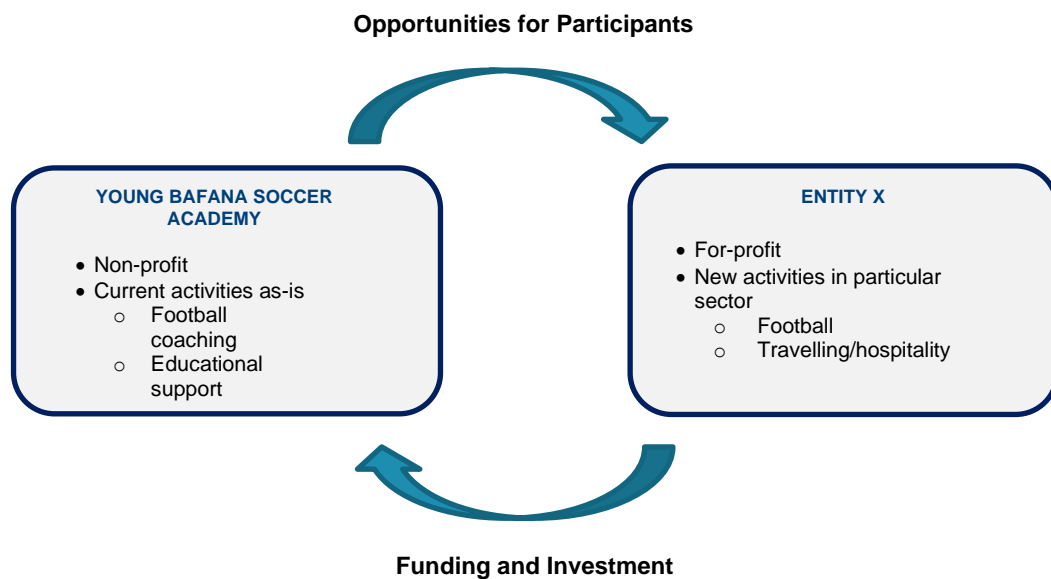


Figure 13: Hybrid dual business model (Source: own representation)

6.2.1 Soccer

Within this branch, Young Bafana could try to capitalize on the considerable influence and wealth the football industry brings, in combination with social development. This football-focused business model would therefore concentrate on the **elaboration of professional sport programs** that enable the organisation to generate **additional financial gains**. These could for example entail high-profile matches played on a regular basis (in a high league), subscription fees for soccer skills schools offered by Young Bafana, football holiday camps, etc. Another example is the organisation of tournaments, both for local as for foreign football players. Not only will all of these initiatives contribute in a financial way, they will also give rise to **employment opportunities for academy participants and graduates**. The latter could be brought on board to fill in roles like football coach, team manager, professional player, tournament coordinator etc. To conclude, a **for-profit football club** would be founded and the current organisation of Young Bafana as-is, will become the charitable entity of the organisation. One could look for additional opportunities to include hospitality concepts, amongst others in line with the existing “Away Game”-idea of Young Bafana, on which we will elaborate in the next paragraph.

6.2.2 Hospitality/travelling

This approach is mainly based on the existence of Afrika24, the travel agency already founded by Young Bafana’s management and the idea of the Away Game concept (in which the organisation accommodates incoming foreign football teams). More specifically, the for-profit branch could offer experiences that would allow travellers to get to know the culture and scenery of South Africa, the many challenges the country is facing and more importantly, to get a grasp of the local communities

and Young Bafana itself. **Different tours and travelling packages** could be designed, in order to offer an exciting and varying selection of trips, with a view on reaching as many different target groups as possible. Numerous examples exist, including visits to vineyards, exploring the city of Cape Town, getting to know the Lwandle township and its people, etc. As a matter of course, the charitable branch of Young Bafana should thrive, which is why each option should include a visit to the newly constructed home ground and social hub. One could for example look to start or end each alternative with a drink in the Young Bafana arena, such that all clients get familiar with Young Bafana.

The social hub could not only accommodate travelling visitors, but one could also look at renting out spaces to other companies, organisations and even private initiatives, ranging from meeting rooms to networking spaces and sporting facilities.

Furthermore, the creation of this separate entity will once more entail many opportunities for players and graduates from Young Bafana, as they can be employed as tour guides, operational staff, etc. Furthermore, the income generated by all packages could in turn be used for the financial sustainability of the organisation's charitable branch. Hence, next to an increased awareness on the charitable part of the organisation and its mission, combined with a sustainable creation of opportunities for academy members, Young Bafana could also truly **capitalize on the presence of the newly constructed social hub** and thus the previous investments made.

7 Conclusion

Young Bafana is a South African non-profit organisation focused on offering holistic development to underprivileged children by means of soccer and education. Since the start in 2010, the organisation managed to grow steadily, now offering free trainings and classes to over 70 children in the region of Cape Town. This growth can be attributed to the passion, ambition and vision of the founder, Bernd Steinhage, who is surrounded by a team of motivated employees. To finance his dream, Bernd was lucky to have a strong personal network both in South Africa and in Germany, to whom he could turn for financial aid. In times of economic difficulties and in an increasingly saturated NPO market, suchlike network can be considered as a blessing.

Currently, Young Bafana finds itself at the beginning of a new phase. The organisation plans to **expand by building their own soccer fields and a facility**, thereby being able to assure consistent support for all their players. To realize this plan, the non-profit needs a considerable **capital injection**, since it is improbable to be funded entirely by existing donors. Therefore, Young Bafana needs to find both increased sources of consistent funding as well as funders willing to donate substantial amounts at once. This goal demands a **clear, extensive fundraising strategy**, which we have formulated in this report. It is to be highlighted that the proposed strategy and recommendations are adapted to Young Bafana yet can be modified to additionally suit similar sized NPOs.

Before being able to draft such a strategy, it was crucial to get to know the non-profit in all its facets. Due to COVID-19, we were forced to work entirely **remotely**, so this step of the project was done by conducting **online interviews** with all stakeholders of the organisation. We learned that Young Bafana is fortunate to have an extremely motivated workforce and support group who truly endorse the cause of the NPO. Nevertheless, we picked up on a lack of consistency in the growth vision and noticed funds are mainly raised in a somewhat arbitrary manner.

Afterwards, we turned to **literature** and searched for **best practices** with a view on determining what aspects an ideal fundraising strategy should contain. In this step of the process, we learned that there are numerous ways to raise funds and that it is crucial to select an appropriate method for each separate donor segment. Additionally, we discovered that different drivers for and requirements from individuals and corporations to fund an NPO existed. Further, we picked up on a clear need for transparency and accountability from non-profit organisations. In this stage, we selected a **framework** to guide us through our next step of creating a fundraising strategy.

The first steps of this framework are focused on **evaluating the current situation and strategy** of the NPO. The latter were executed by using various, widely used frameworks in business practices, such as Porter's Five Forces etc. We determined that in reality, there certainly exists a need for a thorough, customized fundraising strategy should Young Bafana desire to enlarge their current pool of donors and raise the additional amount needed to build their facility. Combining these insights with previously obtained information, led us to create an elaborate **fundraising campaign for each donor segment**. Specific fundraising **goals** tailored each campaign were designed and for each of the

donor-groups, we identified numerous **practical recommendations**. The purpose of these suggestions is to share our personal thoughts on how Young Bafana could approach a particular segment in a more considerate and efficient way. Furthermore, they range from ideas on how to make optimal use of current partnerships or fundraising efforts to demographics of who to target specifically. A general and noteworthy recommendation is to **focus all efforts on South African, German and US donors**, since the organisation already has the closest ties with these regions and additionally they are expected to be more willing to support the NPO.

Given the need for transparency and accountability in the fundraising market, we have opted for the **creation of an impact report** for Young Bafana ourselves, instead of merely sharing what such a report ideally needs to contain. From our own experience, we observed a need for a concise overview of what the non-profit does, what the end goal is, how funding is being used and how an outsider can contribute to their cause. To make this report as valuable and reliable as possible, we included personal stories from Young Bafana's stakeholders, gave a clear overview of what the organisation does and how it changes the lives of all beneficiaries, included a summary of the organisation's financials and shared the organisational design. In addition to this, the construction plans of the own facility were included, in order to put a focus on this matter and potentially induce readers to sponsor.

If Young Bafana wants to build a facility, they evidently require a land to put it on. Regarding this acquisition, the organisation asked us to look into different scenarios. They can either lease land, buy it entirely with own resources or buy one by means of using a loan. Based on information received from Bernd Steinhage and some South African-specific data, we concluded that in the first stage, it would be beneficial to **lease the land**. Preferably, a contract would be closed which gives the organisation the **possibility to acquire the land in a later stage**. This decision is made by not only taking financial aspects into account, but also by looking at specific circumstances of the NPO.

One reason we advise to postpone the acquisition of land, is because we detected a **limited consensus on the growth vision**. Possible growth strategies are mostly thought through by the founder and are mainly focused on reaching the goal of building an own facility. Since we considered it to be our task as student-consultants to provide our own input and opinion, an **enhanced growth strategy for the short- medium- and long-term** was drafted. The latter is based on the current business model of Young Bafana and takes the aspiration of multiple stakeholders into account. We believe it is necessary for the NPO to formulate a clear long-term growth plan in order to align all stakeholders and to work towards well-defined goals. Additionally, we have explored **two alternative business models** which could potentially carry out the mission of Young Bafana, nevertheless under a different operating format. The purpose of this last part of the project was created with a view on providing organisation with interesting and renewing perspectives, enabling them to critically assess and benchmark their current vision of growth.

7.1.1 Limitations & Future Work

It is to be noted that all **results and recommendations** are **based on our own interpretation** of the non-profit organisation. Given the remote nature of this assignment, we were limited in getting to know Young Bafana purely from interviews with stakeholders and documentary analysis. Nevertheless, we are confident that we managed to get a thorough and deep understanding of the organisation and that consequently the results of this report could serve as useful and applicable.

For future prospects, we advise Young Bafana to **implement and execute a clear fundraising and growth strategy**. This will at first require additional effort for the management, however once these strategies are clearly defined, they can be managed by employees or even volunteers. Especially on the topic of fundraising, we recommend incorporating this business area into the daily operations of Young Bafana and consequently assign specific people to perform and systematically evaluate these activities. This would not only include executing campaigns, but also collecting and storing information on donors and keeping the impact report and donor database up to date. We believe that by adding this particular structure to the organisation, Young Bafana can continue to grow and enlarge the tremendous impact they have on the lives of current and future members of their academy.

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9 Appendices

Appendix 1: Overview interviewees

First round

Name	Role
Bernd Steinhage	Founder & Director
Lennard Wohner	Co-director & Marketing Manager
Björn Bischkopf	Chairman non-executive board Germany
Jan Scholtz	Chairman non-executive board South Africa
Kirstin Conradie	Teacher
Carlo Krieling	U16 Coach
Graham Knott	U14 Coach & Intern relations
Veron Peter	U18 Coach & Outreach manager
Hlonela Sitenge	Player U16
Name to be inserted	Player U18

Second round

Name	Role
Bernd Steinhage	Founder & Director
Chris Cella	Current corporate sponsor USA
Mark Stolkin	Current corporate sponsor UK
Jean-Marie de Buck	Prospect sponsor Belgium
Kirstin Conradie	Teacher

Appendix 2: Consulted organisations

Similar Soccer NPOs

Name	Region
Angaza Kenya	Kenya
Kick4Life	Lesotho
Soccer Without Borders	Nicaragua, Uganda, USA
Whizzkids United	South Africa
Grassroot Soccer	South Africa
Amandla (SafeHub)	South Africa
Training4Changes	South Africa
Oasis Place	South Africa
Ubuntu Football Academy	South Africa, UK, USA, Zambia, Zimbabwe
Streetfootballworld	Worldwide
Street Child United	Worldwide
The Third Half	Worldwide

Similar NPOs in size

Name	Region
Chernobyl Children	Ireland
Development Factory	Latvia
Barefoot College	India
Shanty Shayog	India
Smile Foundation	India
Clowns without Borders	South Africa
Etafeni	South Africa
ORT SA Cape	South Africa
Room to Read	South Africa, Asia
SAEP (South African Education and Environment Programme)	South Africa
Shine Literacy	South Africa
Thembalitsha	South Africa

Large NPOs


Name	Region
Gary Kirsten Foundation	South Africa
Tiger Brands Foundation	South Africa
The Lodestar Foundation	United States
Acumen	Worldwide
Laureus	Worldwide
Make-a-wish	Worldwide
Mobile School	Worldwide
Oxfam	Worldwide
Unicef	Worldwide
WWF (Worldwildlife)	Worldwide

Appendix 3: Visual representation 'Share our Field'



Choose your square

Price: **€ 1,000**

 *Currently selected square, click on an available square to change*

Company name:



upload company logo here (.jpg/.png)

Share your donation



Appendix 4: Visual campaign 'Build our dream'

The screenshot shows a website for 'Dream young bafana 2023 SOCCER ACADEMY'. The navigation bar includes 'Home', 'Shop', 'About', and 'Contact', along with a shopping cart icon. A large blue 'SHOP' button is prominent. Below it, a graphic shows a house outline with '42%' written next to it, indicating that 42% of the dream is ready for construction. The shop features six items:

- Mini Construction Kit**: € 10,00. 150 still needed! Includes a cardboard box, a shovel, and bricks.
- Small Construction Kit**: € 25,00. 95 still needed! Includes a cardboard box, a window frame, and a door.
- School Desk & Chair**: € 75,00. 30 still needed! Includes a wooden desk and a matching chair.
- Ceramic School Board**: € 100,00. 1 still needed! A green chalkboard.
- Industrial Fridge**: € 500,00. 1 still needed! A large stainless steel refrigerator.
- Locker Room**: € 1.000,00. 1 still needed! A room with blue lockers and wooden benches.

Appendix 5: Poster campaign 'Volunteer of the year'



**Become our
next superstar
and go down
in history as
volunteer of
the year 2021**

HOW TO PARTICIPATE?

- Organise a fun event, ask your mom/grandfather/class mate/neighbour/... or roll up your sleeves and do chores yourself
- Raise as much funds as possible (min. €300)
- The winner will get his photo up on the wall with other super volunteers

Appendix 6: Poster campaign 'Score (y)our Dream'

Score (y)our dream

PLACE THE HIGHEST BID AND WIN

CURRENT BID: €500
MATCH GAME
PLAY A FRIENDLY MATCH AGAINST FC KÖLN.

CURRENT BID: €350
TRAINING SESSION
GET A UNIQUE TWO-HOUR TRAINING SESSION FROM THE COACH OF FC KÖLN

CURRENT BID: €50
PHOTOSHOOT
GET A ONE HOUR PHOTOSHOOT WITH THE PLAYERS OF FC KÖLN

CURRENT BID: €250
STADIUM TOUR
GET A TOUR AROUND THE FC KÖLN-STADIUM

CURRENT BID: €80
PARTY
HIRE THE PLAYERS OF FC KÖLN TO BE BARTENDERS AT YOUR CLUBHOUSE

ALL REVENUES GO TO YOUNG BAFANA

Appendix 7: Interviews

First round

Bernd Steinhage: Founder

Over the years Young Bafana has grown and enforced new partnerships with schools, football clubs and brand ambassadors from both South Africa and Germany. Furthermore, the organisation is constantly looking for new volunteers from all over the world who can contribute in their own way, by helping coaches prepare the trainings and game days.

The role of Bernd and Lennard are crucial as he once tried to retract himself from some responsibilities, hoping someone would step up and take over. After a year it became clear that it did not really work, nevertheless he hopes Lennard would step up in the future, as he has become co-director.

When it comes to the focus of the organisation, it came clear the focus is on quality instead quantity. It is important for the founder to have 200 children and have a truly impact on each one of their live instead of helping a lot of children without having a real impact on their lives. Thereby the organisation has already a lot of challenges when it comes to organizing all the transport of the children, as they have reached full capacity. In order to help more children, more buses will be needed.

Lennard Wohner: CO-director & Head of Marketing

Currently the organisation is working on a nutrition sponsoring project, as people from the communities are struggling with the economic situation. As a lot of people are not able to work due to COVID-19, the organisation decided to create food packages, which costs twelve euro. This entire campaign was created for both Europe and South Africa. Creating content for both parts of the world is not always easy as the organisation must find the balance between creating interesting content for both people in South Africa and Germany. In the future, it would be great if Young Bafana could be independent by having their own facilities. Expanding the organisation to other locations would only be an option if YB succeeds in Cape Town.

Björn Bischof: Chairman of the non-executive board Germany

YB Germany organizes several events or activities throughout the year, one of them is the collection of football boots for the players in South Africa. Once a year, there is also a charity event for Young Bafana, which helps to not only collect money, but also helps to spread the word in Germany. Further, Young Bafana has partnerships with corporate sponsors and with FC Köln. Some other great football clubs have also showed interest, yet no suitable agreement has been made so far. In the area of fundraising, much progress still can be made. The Young Bafana Family Club needs to grow, and more German corporations should be targeted. Björn explained that this is something he is willing to work on.

Moreover, in the coming years, YB Germany hopes to be able to cooperate with various football clubs in Germany, which will help the organisation to raise money for the Young Bafana football players in South Africa. In this regard, Björn suggests to increasingly target smaller rural clubs given the trouble they have encountered with the more known football clubs. In the time to come, it will be crucial for the organisation to grow step by step and make sure the organisation keeps on being a charity. It could be dangerous for YB to be seen as a soccer academy instead of a charity. Therefore, it is crucial that education comes before soccer and to spread the word that soccer is the drive to bring education to the kids.

Jan Scholtz: Chairman of the non-executive board South Africa

Currently Jan is trying to outline the structure of the non-executive board and set a deliberated corporate governance into place. Besides improving the non-executive board, he will help Bernd and Young Bafana by giving him advice on several different topics. In Jan's opinion, Bernd is indispensable, as he created the overall vision of Young Bafana and still is the biggest drive behind the entire organisation. Today, Bernd is spending a lot of his time on day-to-day operations, yet in the future, it will be necessary to clear him from these tasks and let him focus on networking and raising funds for the new facility. The idea of the board of non-executives would be to stretch the network of the members and to let them find new sponsors for Young Bafana. Furthermore, Jan is convinced that YB should focus more on corporate donations, as they are willing to donate more at once. In this regard, Jan expressed he is willing to use his own personal and business network to attract potential funders.

Kirstin Conradie: Teacher

Education is important in the mission of Young Bafana, but less dedicated time is spent than football as it was only brought into afterwards. Currently it is still a challenge to balance soccer and education time, as it takes time to bring the kids from the field to the classroom. It would be great if the educational part could be expended in the future, this would be possible once Young Bafana has its own soccer field and classrooms. This year, the organisation had six boys whom are benefitting from a scholarship and during the classes they got separate spaces to work on their own tasks, as they had a lot of homework to prepare for their private school. Once the organisation has its own facilities it would not only be good to have extra educational hours, but also be good to hire a career coach. This would be a social worker who can come to Young Bafana, to have one-on-one conversations with the boys and look at their progress in order to provide them the right career guidance.

Carlo Krieling: Technical director and coach of under 16

Young Bafana only recruits in Somerset West, once the organisation has the possibility to arrange more transport, YB would be able to recruit young people in other regions as well. The focus of most of the kids is primarily soccer, as they grew up in unfortunate circumstances and they hope to make money out of their hobby one day. Nevertheless, for the organisation education is as important as

football, that is why we have to policy to kick out players of the team when they are not performing well at school. The children must perform on and off the ground, they need to understand the culture of Young Bafana. Once they know and understand what is expected from them, they see it as a big deal to play for Young Bafana, as this is an opportunity they would normally not have. That is also why the boys have a lot of respect for the people and the organisation. One of the biggest challenges for Young Bafana is still to find more funding, in order to find better coaches. Besides the better coaches, it would be a dream come true to have own facilities where the children could live and train.

Graham Knott: Coach of under 14 and Head of Intern Relations

The boys from the performance teams train three to four times a week and have one and a half hour of English and mathematic class with Kirstin. The education part is really important for the kids and that is why we try to push it as much as possible. Reports from the kids are monitored each period and if we see that some kids have problems with certain courses, the organisation tries to help those kids by given them extra support. Besides educating these kids English and mathematics it is crucial to learn them social skills, as most of the children have never been away from the townships. That is why we as an organisation try to learn the children about honesty and discipline.

In the future it would be good to have more international interns, as nowadays most of the interns are coming from Germany. In total we have the place for maximum six interns, who can stay for approximately three to six months in our volunteers' house. They will help the coaches prepare the trainings, as most of them know a lot about soccer. Each time Lennard tries to have also one or two marketing students that can help him to create new content for the online media platforms.

Veron Peter: Coach of U12 and Contact person township

Veron is one of the role models for the kids from the townships as he has been a professional football player. Nowadays he is the bridge between Bernd, Lennard and the children from the townships as he and his family still live in the township which helps to understand the domestic situation of the children. It really benefits the organisation to have somebody from the community, as he helps to find new players, communicate with the parents etc.

The biggest challenge for these kids is to understand why education is as important as soccer. Most of the kids want to become a professional soccer player, but as everyone knows not a lot of people really succeed to turn its passion into a job. Besides educating the kids, it is a real challenge to keep them away from the peer pressure on the streets. Within the townships a lot of children drink and use drug and some of them even try to convince the players to not be too serious.

Further the ultimate dream of Veron was to have a soccer academy, where they could train children to become professional soccer players and later sell them to big clubs. This money would be used to give back to the community. After a while they realized that becoming a professional take more than only giving the boys good trainings. The boys must work really hard, eat well and work daily on their condition. Unfortunately, this is not the situation in the townships and that is why he would love to

have a field available for everyone who likes to play sports. This would be a place where also girls can play soccer or even practice a different sport.

Hlonela Sitenge: Player under 16 and part of the raising star programme

Young Bafana gave Hlonela the opportunity to go to a private school where he gets well educated. Most of the kids from his age don't have dreams anymore, but for him going to a private school is a dream coming true, as he understands that having a good education might change his future a lot. The transition to the private school was not always easy as all the classes are in English. In the beginning we had to work hard, but nowadays it has become easier to understand and learn in English. Besides going to a private school, he still plays for Young Bafana, which is fantastic as he can practice with all his friends from the townships.

The staff and volunteers of Young Bafana are fantastic as they are very engaged. They do not only want to educate the children, but they also want to learn more about the kids, which language is spoken and how everyone lives in the townships.

Player U18

Being selected by Veron during the try outs has changed his life, as he is able to improve his soccer skills during training and even learn English in a small group. He would even be interested to have extra English classes from Kirstin.

Second Round

Bernd Steinhage: Founder

As Young Bafana wants to grow and build their own facility, the organisation has two options in order to pursue this dream. First, there is the possibility to rent a piece of a wine yard close to the current location of Young Bafana. The landlord proposes a monthly lease of R10,000, while his property has a value of around R5.4 million. The owner has expressed that it would be possible to extend the standard leasing contract of 10 years. Next, there is another available piece of land located in an industrial area, yet very close to the township. Though the surroundings are less favourable, the transportation issue could be resolved. The monthly leasing fee would be R6,000.

Another option would be to buy a piece of land in Somerset West, this would be large investment for the organisation, but this will come with the freedom of owning the piece of land. However, Bernd explained that it is very difficult to find available land and that prices are increasing.

Bernd himself prefers to lease the land, as the entire project would go faster, and he is convinced that finding a good piece of land at Somerset West would be difficult to find. Buying a piece of land and having a loan would be possible for the organisation. We would have to foresee at least R5 million to buy land and confirmed that our assumptions made in the section on the leasing vs. buying discussion are realistic.

Chris Cella: Sponsor from the United States of America

Chris encountered Young Bafana, through his son-in-law who is a good friend of Bernd. He is convinced that within the United States there are a lot of opportunities for the organisation. The message should mainly be focused on giving children the possibility to change their life instead of focussing on the soccer part. The main reason for this, is that there is already a huge focus on helping local sport facilities in the States. Nevertheless, good marketing will be needed to convince them to sponsor the organisation. In the end people want to feel that they are part of a group or organisation that is doing something good.

Furthermore, it would be an opportunity to focus on religious universities who also have sport programmes. These universities are focused on doing good and having boys from South Africa would be a perfect fit within their story. Additionally, he believes the MLS (US soccer league) can be a target group for Young Bafana since they get limited request to become ambassadors in the US yet have a growing fan base.

To wrap up, Chris would love to help Young Bafana in the United States. He truly believes in the organisation and the possibility to become bigger in the States. Besides finding new sponsors, he would love to meet the boys who are playing in the United States. Having contact with them or other players would be a real asset for both the organisation and the sponsors. As they would even feel more connected to Young Bafana.

Mark Stolkin: Sponsor from the United Kingdom

For Young Bafana it would be good to focus on corporate funding, especially as one big corporate is able to give a 'small' donation to the organisation. Most of the time, this would be as huge as a lot of small donations from private donors. Once, the organisation focusses on private donations it would be good to receive donations on a regular basis as this would help to generate a stable cash flow.

As Young Bafana wants to grow, it would be good to receive a huge capital injection from a football club or even a businessman that is interested in football, although this might be difficult in these COVID-19 times.

Jean Marie De Buck : Belgian entrepreneur not familiar with Young Bafana

During the conversation it came to light that Mister de Buck helps tries to help people in South Africa in two different ways. On the one hand they help through a personal family fund and on the other hand they help different organisations together with VOKA (Flemish network of companies). The two things they look for, when helping people is to improve the education and training of the children, as they are the future of South Africa.

One of the projects they did, was lending money to a group of people in order to provide internet different townships. In order to get the money, those people must give an update twice a year. They

must present some facts and numbers about what they have done and how they have had an impact on their society.

Kirstin Conradie: Teacher

Nowadays, Young Bafana does not collect data about what the boys do after Young Bafana as only the younger teams were getting educational course. The attendance of the children is tracked, once a child did not come to class, it will be checked with the coach why he did not attend class. Overall most of the kids come to class, with some exception of the children who have a scholarship.

During the year, the teacher tries to organise two field trips for each group. The goal of such a day is to educate the children and to give them the opportunity go to the planetarium or the zoo. These days are highly important for the kids as it is a fun educational experience that broadens their knowledge of the world.

Appendix 8: Survey outline

Intro

Beste ondernemer,

Wij zijn 3 studenten aan Vlerick Business School en nodigen u uit deel te nemen aan een survey die peilt naar de bereidheid van Belgische middelgrote ondernemingen om te doneren aan groeiende non-profitorganisaties.

Deze vragenlijst kadert in ons in-company project (ICP) voor Young Bafana Soccer Academy in Zuid-Afrika. Dit is een non-profitorganisatie die de iGMO-delegatie vorig jaar bezocht op hun tour door Zuid-Afrika. Als onderdeel van onze master in International Management & Strategy helpen wij hen bij het oplossen van enkele strategische uitdagingen die gepaard gaan met de groei van de organisatie.

De vragenlijst bestaat uit 20 vragen en zal ongeveer 10 minuten van uw tijd in beslag nemen.

Uw informatie zal strikt vertrouwelijk behandeld worden.

Alvast bedankt voor uw tijd!

Marie Humblet, Anne-Sophie Collet & Rosalie Ceulemans

Q1 :

Heeft uw bedrijf ooit gedoneerd aan een non-profitorganisatie? (Dit kan op verschillende manieren: financiële steun, sponsoring in natura etc.)

- Ja
- Nee
- Ik weet het niet

SCENARIO 1: INDIEN "JA" op vraag Q1

Q2:

Op welke manier heeft uw bedrijf een non-profitorganisatie gesteund? *(meerdere antwoorden mogelijk)*

- Gift
- Sponsoring in eender welke andere vorm dan geld (bv. materiaal)
- Vrijwilligerswerk door werknemers
- Organiseren van een activiteit voor het inzamelen van fondsen
- Deelname aan grote fondsenwervingscampagnes (vb. 1000km voor Kom Op Tegen Kanker, de Warmste Week,...)
- Crowdfunding campagne
- Andere:

Q3:

Wie houdt zich binnen in uw organisatie bezig met welk initiatief/welke initiatieven gesteund worden? *(meerdere antwoorden mogelijk)*

- Leden van Raad van Bestuur
- CEO
- Directieleden
- Marketing afdeling
- Individuele werknemers
- Andere:

Q4:

Heeft uw bedrijf een vast jaarlijks budget om non-profitorganisaties te steunen?

- Ja
 - Hoeveel bedraagt dit budget op jaarbasis?
- Nee
 - Hoeveel besteed uw bedrijf gemiddeld in een normaal jaar aan goede doelen?
 - €0-€499
 - €500-€1.999

- €2.000-€4.999
 - €5.000-€9.999
 - €10.000-€20.000
 - +€20.000, specificeer:
- Ik weet het niet

Q5:

Zijn er bepaalde criteria/procedures bij het selecteren van non-profitorganisaties die uw bedrijf wilt steunen?

- Ja, namelijk de volgende: (typ wat van toepassing is)
- Neen
- Ik weet het niet

Q6:

In welke mate houdt uw bedrijf rekening met volgende aspecten bij het selecteren van een goed doel? (Helemaal geen rekening – eerder geen rekening – neutraal – eerder wel rekening – helemaal wel rekening)

- Link tussen doel/missie van uw bedrijf en de non-profitorganisatie
- De non-profitorganisatie opereert in een land waar mijn bedrijf actief is
- Reikwijdte van de impact die de non-profitorganisatie heeft
- Naamsbekendheid van de non-profitorganisatie
- Accreditaties/Certificaten van de non-profitorganisatie

Q7 :

In welke mate zijn volgende redenen belangrijk voor uw bedrijf om te doneren? (Helemaal niet belangrijk – eerder niet belangrijk – neutraal – eerder wel belangrijk – heel belangrijk)

- Fiscale aftrekbaarheid
- CSR (Corporate Social Responsibility)
- Persoonlijke link tussen een werknemer en een non-profitorganisatie
- Persoonlijke affiniteit van de CEO met de non-profitorganisatie
- Marketing doeleinden
- Pure liefdadigheid

Q8 :

Volgende argumenten worden regelmatig door bedrijven gegeven als redenen om non-profitorganisaties niet te steunen. In welke mate zijn deze herkenbaar voor uw bedrijf? (Helemaal niet herkenbaar – eerder niet herkenbaar – neutraal – eerder wel herkenbaar – zeer herkenbaar)

- “Onze organisatie wordt overstelpt met aanvragen van goede doelen.”
- “Het is onduidelijk waar het geld dat we doneren voor gebruikt wordt.”
- “Ik ken de organisatie in kwestie niet en verkies non-profitorganisaties die ik wel ken.”
- “Er is geen toegevoegde waarde voor mijn bedrijf.”
- “De procedures om te doneren zijn te ingewikkeld.”
- “De non-profitorganisatie opereert in een land/regio waar mijn bedrijf niet actief is.”

Q9:

In welke periode van het jaar wordt u het liefst gecontacteerd i.v.m. sponsor aanvragen? *(meerdere antwoorden mogelijk)*

- December-januari
- Februari-maart
- April-mei-juni
- Juli-augustus
- September-oktober-november
- Geen voorkeur

Q10:

Op welke manier wordt u liefst gecontacteerd i.v.m. sponsoraanvragen? *(meerdere antwoorden mogelijk)*

- Via mail
- Via telefoon
- Via brochure
- Via sociale media (vb. LinkedIn)
- Via persoonlijk contact
- Via aanspreking/contact op evenementen of beurzen
- Andere:
- Geen voorkeur

Q11:

In welke mate overtuigen volgende aspecten u als bedrijf om de non-profitorganisatie te steunen? (Overtuigt helemaal niet – overtuigt eerder niet – neutraal – overtuigt eerder wel – overtuigt helemaal wel)

- Hun aanwezigheid op sociale media
- De mogelijkheid om iemand van de non-profitorganisatie ontmoeten

- De mogelijkheid om de non-profitorganisatie bezoeken
- De mogelijkheid om te doneren voor een specifiek project i.p.v. voor de dagelijkse activiteiten van de non-profitorganisatie
- Het zien van persoonlijke (succes) verhalen vanuit de non-profitorganisatie
- Een overzicht van welke andere bedrijven de non-profitorganisatie sponsoren
- De non-profitorganisatie opereert in een ontwikkelingsland

Q12:

Wat zou uw bedrijf graag verwachten van de non-profitorganisatie die het gesteund heeft? *(meerdere antwoorden mogelijk)*

- Niets
- Nieuwsbrief
- Persoonlijke update van een medewerker van de non-profitorganisatie
- Post op de sociale media van de non-profitorganisatie
- Vermelding op de website van de non-profitorganisatie
- Visibiliteit ter plaatse (bv. uw logo op zichtbare plaatsen)
- Uitnodiging om de non-profitorganisatie te bezoeken
- Jaarlijks verslag van de verwezenlijkte doelstellingen
- Hulp bij het opstellen van een post bestemd voor de website/sociale media van uw bedrijf
- Andere:

SCENARIO 2: INDIEN “NEE” op vraag Q1

&

SCENARIO 3: INDIEN “IK WEET HET NIET” op vraag Q1

Q2:

Volgende argumenten worden regelmatig door bedrijven gegeven als redenen om non-profitorganisaties niet te steunen. In welke mate zijn deze herkenbaar voor uw bedrijf? (Helemaal niet herkenbaar – eerder niet herkenbaar – neutraal – eerder wel herkenbaar – zeer herkenbaar)

- “Onze organisatie wordt overstelpt met aanvragen van goede doelen.”

- “Het is onduidelijk waar het geld dat we doneren voor gebruikt wordt.”
- “Ik ken de organisatie in kwestie niet en verkies non-profitorganisaties die ik wel ken.”
- “Er is geen toegevoegde waarde voor mijn bedrijf.”
- “De procedures om te doneren zijn te ingewikkeld.”
- “De non-profitorganisatie opereert in het buitenland.”

Q3:

Op welke manier zou uw bedrijf ooit overwegen een non-profitorganisatie te steunen? *(meerdere antwoorden mogelijk)*

- Gift
- Sponsoring in eender welke andere vorm dan geld (bv. materiaal)
- Vrijwilligerswerk door werknemers
- Organiseren van een activiteit voor het inzamelen van fondsen
- Deelname aan grote fondsenwervingscampagnes (vb. 1000km voor Kom Op Tegen Kanker, de Warmste Week,...)
- Crowdfunding campagne
- Andere:
- Mijn bedrijf wenst niet te steunen

Q4:

In welke periode van het jaar wordt u het liefst gecontacteerd i.v.m. sponsor aanvragen? *(meerdere antwoorden mogelijk)*

- | | |
|--------------------|------------------------------|
| • December-januari | • Juli-augustus |
| • Februari-maart | • September-oktober-november |
| • April-mei-juni | • Geen voorkeur |

Q5:

Op welke manier wordt u liefst gecontacteerd i.v.m. sponsoraanvragen? *(meerdere antwoorden mogelijk)*

- | | |
|------------|----------------|
| • Via mail | • Via telefoon |
|------------|----------------|

- Via brochure
- Via sociale media (vb. LinkedIn)
- Via persoonlijk contact
- Via aanspreking/contact op evenementen of beurzen
- Andere:
- Geen voorkeur

Q6:

In welke mate zou uw bedrijf rekening houden met volgende aspecten bij het selecteren van een goed doel? (Helemaal geen rekening – eerder geen rekening – neutraal – eerder wel rekening – helemaal wel rekening)

- Link tussen doel/missie van uw bedrijf en de non-profitorganisatie
- De non-profitorganisatie opereert in een land waarin mijn bedrijf actief is
- Reikwijdte van de impact die de non-profitorganisatie heeft
- Naamsbekendheid van de non-profitorganisatie
- Accreditaties/Certificaten van de non-profitorganisatie

Q7 :

In welke mate kunnen volgende aspecten u als bedrijf overtuigen om de non-profitorganisatie te steunen? (Overtuigt helemaal niet – overtuigt eerder niet – neutraal – overtuigt eerder wel – overtuigt helemaal wel)

- Hun aanwezigheid op sociale media
- De mogelijkheid om iemand van de non-profitorganisatie ontmoeten
- De mogelijkheid om de non-profitorganisatie bezoeken
- De mogelijkheid om te doneren voor een specifiek project i.p.v. voor de dagelijkse activiteiten van de non-profitorganisatie
- Het zien van persoonlijke (succes) verhalen vanuit de non-profitorganisatie
- Een overzicht van welke andere bedrijven de non-profitorganisatie sponsoren
- De non-profitorganisatie opereert in een ontwikkelingsland

Q8:

In welke mate zouden volgende redenen belangrijk voor uw bedrijf om te doneren? (Helemaal niet belangrijk – eerder niet belangrijk – neutraal – eerder wel belangrijk – heel belangrijk)

- Fiscale aftrekbaarheid
- CSR (Corporate Social Responsibility)
- Persoonlijke link tussen een werknemer en een non-profitorganisatie
- Persoonlijke affiniteit van de CEO met de non-profitorganisatie
- Marketing doeleinden
- Pure liefdadigheid

Q9:

Wat zou uw bedrijf graag verwachten van de non-profitorganisatie die het gesteund heeft? *(meerdere antwoorden mogelijk)*

- Niets
- Nieuwsbrief
- Persoonlijke update van een medewerker van de non-profitorganisatie
- Post op de sociale media van de non-profitorganisatie
- Vermelding op de website van de non-profitorganisatie
- Visibiliteit ter plaatse (bv. uw logo op zichtbare plaatsen)
- Uitnodiging om de non-profitorganisatie te bezoeken
- Jaarlijks verslag van de verwezenlijkte doelstellingen
- Hulp bij het opstellen van een post bestemd voor de website/sociale media van uw bedrijf
- Andere:

ALGEMENE VRAGEN, IDEM VOOR 3 SCENARIO'S

Q13:

In welke sector is uw bedrijf actief?

- Dropdown menu:
 - Horeca en toerisme
 - Sociale economie
 - Onderwijs
 - Vastgoed
 - Consultancy
 - Voeding
 - Audiovisuele- en filmsector
 - Transport, logistiek

- Textiel, kleding
- Industrie
- Overheid en openbare diensten
- Socio-culturele sector, sport, jeugdwerk,...
- Land-, tuin- en bosbouw, visserij
- Informaticadiensten en -bedrijven
- HR- en uitzendbureaus
- Hout- en meubelindustrie
- Grafische, papier en kartonindustrie
- Gezondheidsdiensten en -instellingen
- Energie, water
- Chemie, metaal
- Bouw
- Bank, verzekeringen, post, telecom
- Handel, verhuur

Q14:

Hoeveel personeelsleden telt uw bedrijf?

- 0 – 49
- 50 – 99
- 100 – 199
- 200 – 399
- 400 – 599
- 600 +

Q15:

In welke werelddelen is uw bedrijf actief? *(meerdere antwoorden mogelijk)*

- Europa
- Afrika
- Noord-Amerika
- Zuid-Amerika
- Azië
- Oceanië

Q16 :

Graag geven we u kort wat meer info over Young Bafana, de non-profitorganisatie waarvoor we dit onderzoek doen.

Young Bafana Soccer Academy is een non-profitorganisatie die opereert in de omgeving van Cape Town, Zuid-Afrika. Hun missie bestaat uit het aanbieden van een holistische leerervaring aan kinderen die zowel door sociale als historische redenen benadeeld worden.

Dit doen ze door de kinderen een combinatie van voetbal-en educatieve lessen aan te bieden.

Op deze manier slaagt Young Bafana erin kinderen weg te houden van de straat en van bijhorend slecht gedrag als drugs- en alcoholgebruik.

Ze bieden de kinderen hoop op een beter leven en tonen hun dat ze door middel van educatie hun levenssituatie kunnen verbeteren. Zo kregen 6 jongens reeds een beurs om naar een privéschool te gaan in Zuid-Afrika, studeren momenteel 2 jongens aan een Amerikaanse universiteit en stooten 5 jongens door tot professionele voetballers.

Om hun impact te vergroten, is Young Bafana nu op zoek naar fondsen om hun eigen voetbalveld en bijkomend gebouw te bouwen. Op deze manier zouden ze aanzienlijk meer kinderen in hun organisatie kunnen opnemen alsook extra lesuren Engels en wiskunde voorzien.

website: <https://www.youngbafana.com/en/>

Klik op volgende indien u bovenstaande info gelezen heeft.

Q17 :

Steunt uw bedrijf reeds gelijkaardige initiatieven?

- Ja
- Neen
- Ik weet het niet

Q18:

Bent u geïnteresseerd in het steunen van Young Bafana?

- Ja

○ Q19:

Op welke manier zou u Young Bafana willen ondersteunen? *(meerdere antwoorden mogelijk)*

- Bijdrage aan het nieuwe voetbalveld
- Bijdrage aan de nieuwe faciliteiten (klaslokalen, kleedkamers, etc.)
- Bijdrage aan voedselpakketten voor de spelers
- Bijdrage voor het aankopen van schoolmateriaal

- Bijdrage voor het aankopen van sportmateriaal
 - Bijdrage aan vervoerskosten voor de kinderen (van de townships naar het sportterrein/klaslokaal)
 - Sponsoren van een private-schoolbeurs voor een kind
 - Financieren van leefkosten van een kind
 - Deelnemen aan lokale fundraising activiteiten (bv. golf tournament)
 - Vrije monetaire gift
 - Sponsoring in natura, meer bepaald:
 - Andere:
- Q20: Wat zou uw bedrijf graag verwachten van Young Bafana in ruil voor uw steun (meerdere antwoorden mogelijk)
 - Niets
 - Maandelijks nieuwsbrief
 - Persoonlijke update van een medewerker van Young Bafana
 - Post op de sociale media van Young Bafana
 - Vermelding op de website van Young Bafana
 - Visibiliteit ter plaatse (bv. uw logo op zichtbare plaatsen)
 - Uitnodiging om Young Bafana te bezoeken in Zuid-Afrika
 - Jaarlijks verslag van de verwezenlijkte doelstellingen
 - Hulp van Young Bafana bij het opstellen van een post bestemd voor de website/sociale media van uw bedrijf
 - Andere:
 - Q21: Zou u eerder doneren vanuit uw bedrijf of vanuit individueel standpunt?
 - Bedrijf
 - Individueel
 - Beide
 - Q22:

Enorm fijn dat u interesse toont! Mogen wij u vragen hieronder uw contactgegevens achter te laten?
Op deze manier kunnen wij u verder contacteren na afloop van deze survey.

- Naam:
- E-mail:
- Telefoonnummer indien gewenst
- Neen
 - Q19:

Wat zorgt ervoor dat u niet geïnteresseerd bent in een sponsoring/bijdrage?

- Misschien
 - Q19:

Op welke manier zou u Young Bafana willen ondersteunen? *(meerdere antwoorden mogelijk)*

- Bijdrage aan het nieuwe voetbalveld
- Bijdrage aan de nieuwe faciliteiten (klaslokalen, kleedkamers, etc.)
- Bijdrage aan voedselpakketten voor de spelers
- Bijdrage voor het aankopen van schoolmateriaal
- Bijdrage voor het aankopen van sportmateriaal
- Bijdrage aan vervoerskosten voor de kinderen (van de townships naar het sportterrein/klaslokaal)
- Sponsoren van een private-schoolbeurs voor een kind
- Financieren van leefkosten van een kind
- Deelnemen aan lokale fundraising activiteiten (bv. golf tournament)
- Vrije monetaire gift
- Sponsoring in natura, meer bepaald:
- Andere:
- Q20:

Wat zou uw bedrijf graag verwachten van Young Bafana in ruil voor uw steun (meerdere antwoorden mogelijk)

- Niets

- Maandelijkse nieuwsbrief
- Persoonlijke update van een medewerker van Young Bafana
- Post op de sociale media van Young Bafana
- Vermelding op de website van Young Bafana
- Visibiliteit ter plaatse (bv. uw logo op zichtbare plaatsen)
- Uitnodiging om Young Bafana te bezoeken in Zuid-Afrika
- Jaarlijks verslag van de verwezenlijkte doelstellingen
- Hulp van Young Bafana bij het opstellen van een post bestemd voor de website/sociale media van uw bedrijf
- Andere:

○ Q21:

Zou u eerder doneren vanuit uw bedrijf of vanuit individueel standpunt?

- Bedrijf
- Individueel
- Beide

○ Q22:

Enorm fijn dat u eventuele interesse toont! Indien u dit wenst, mogen wij u vragen hieronder uw contactgegevens achter te laten? Op deze manier kunnen wij u verder contacteren na afloop van deze survey.

- Naam:
- E-mail:
- Telefoonnummer indien gewenst

Einde

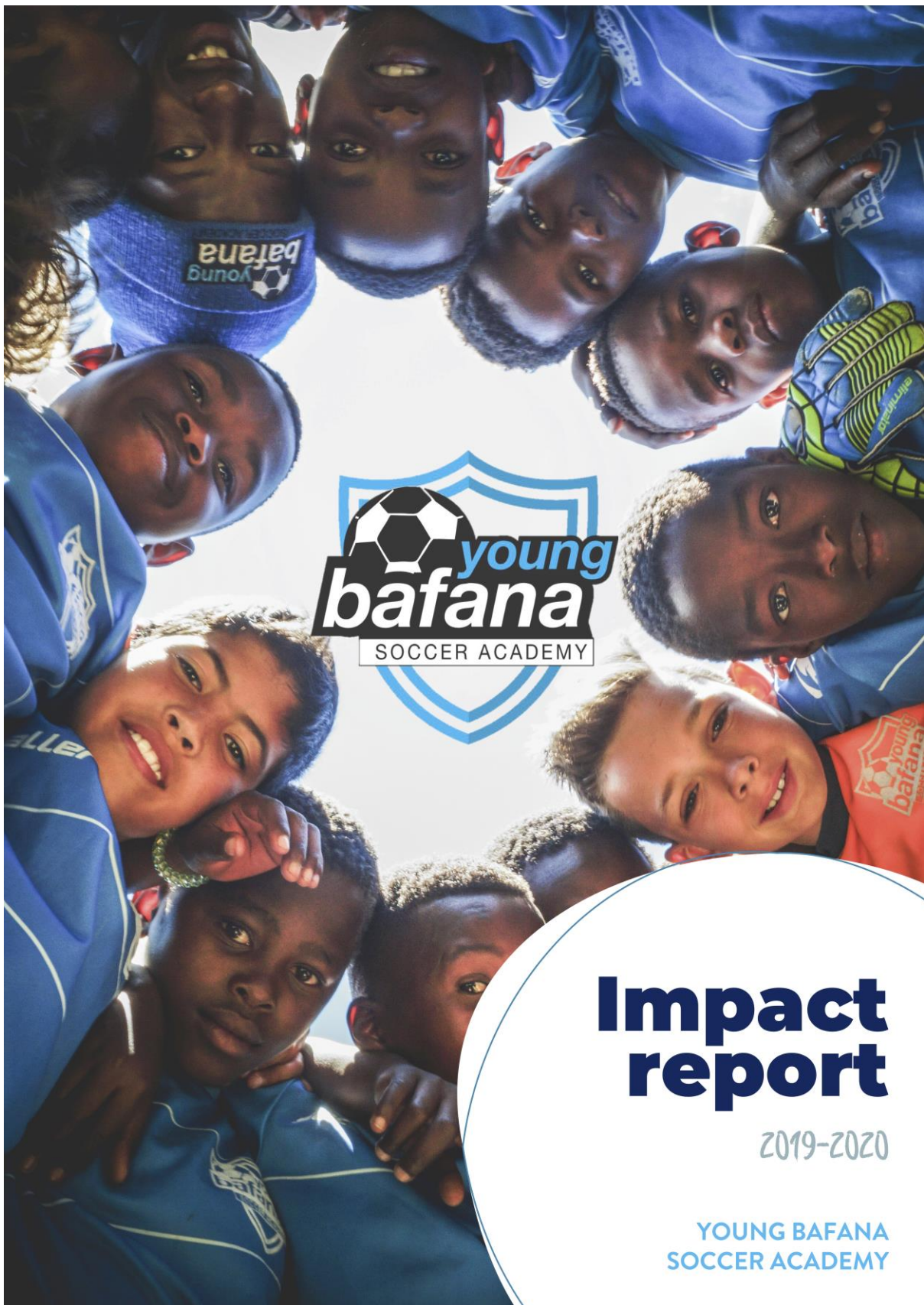
Bedankt voor uw tijd! Indien u meer info wenst over de organisatie, raadpleeg dan zeker de website of volg hun op sociale media:

Website: <https://www.youngbafana.com/en/>

Facebook: <https://www.facebook.com/YoungBafana/>

Instagram: https://www.instagram.com/young_bafana/

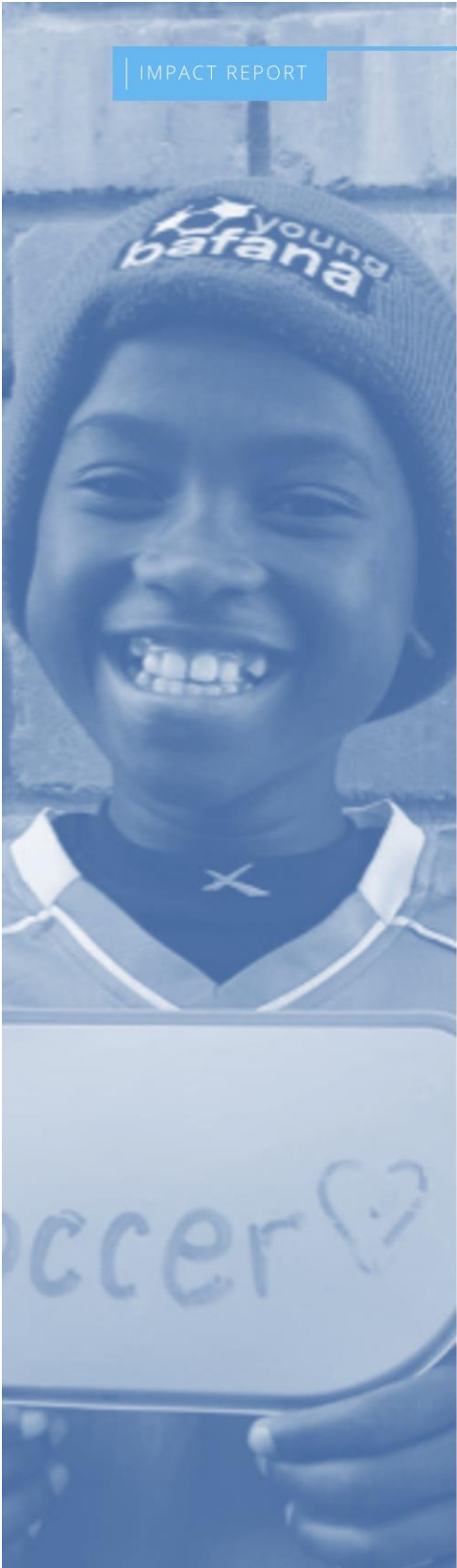
LinkedIn: <https://www.linkedin.com/company/young-bafana-soccer-ngo/>



Impact report

2019-2020

YOUNG BAFANA
SOCCER ACADEMY



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MESSAGE FROM THE FOUNDER

To be inserted - missing input

2010 was the year Bernd Steinhage established the Young Bafana Soccer Academy. The vision for this academy grew when Bernd, a native South African - son of a German father and a Namibian mother - decided at the age of 18, to take an extended stay abroad. For seven years, Bernd lived in Germany, Spain and Nicaragua.

On his journey, he was a professional footballer and active as a social worker. He also completed a business administration degree in Berlin. After seven years, he returned to his homeland South Africa and decided to follow his passion, developing others by means of education and soccer. On his journey, he was a professional footballer and active as a social worker. He also completed a business administration degree in Berlin. After seven years, he returned to his homeland South Africa and decided to follow his passion, developing others by means of education and soccer.

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*Yours in changing
lives,
Bernd Steinhage*

CHAIRMAN STATEMENTS

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input*

Young Bafana soccer academy is a not-for-profit organization, where both kids with a normal as kids with socially disadvantaged backgrounds have the opportunity to enjoy soccer. Half of the kids pay a registration fee every quarter, which helps the organization to provide everything necessary for the players from the townships.

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OUR MISSION



Young Bafana Soccer academy is a not-for-profit organisation, offering a holistic development programme for children from historically and socially disadvantaged backgrounds in South Africa, by means of soccer and education. Given that South-Africa's education system is one of the worst in the world (OECD ranking 75 out of 76), children from disadvantaged households are often most effected, eventually giving rise to a poverty trap, caused by the low quality of education offered to the poor. Our organisation aims to break this vicious cycle, as well as to equip children between

the age of 5 and 19 from some of the Western Cape's poorest areas, with the skills they need to realise their potential. Young Bafana's motto of 'changing lives' goes further than just soccer - it focuses on the individual development of every player, by providing these youngsters with the opportunity to hone their soccer skills whilst benefiting from educational, life skills and youth development programmes. It is our mission to use the power of football and education in our work to provide all our beneficiaries with a goal, a direction, a change in life.





WHAT WE DO

FOOTBALL TRAINING

Participants come to the academy 3-4 times a week, where they get professional football training in which they not only develop their soccer talent, but additionally learn about social skills and life-lessons.



FOOD GUIDANCE

Since many children experience a lack in sufficient food supply, we provide them with daily snacks and in an ideal world, with entire meals.



WEEKLY EDUCATION HOURS & CAREER GUIDANCE

Players get English and mathematical classes in small groups with a qualified teacher, as an addition to their curriculum in the township-schools.



A day in the life of...



Our values

We strongly believe in a mixture of the following characteristics:

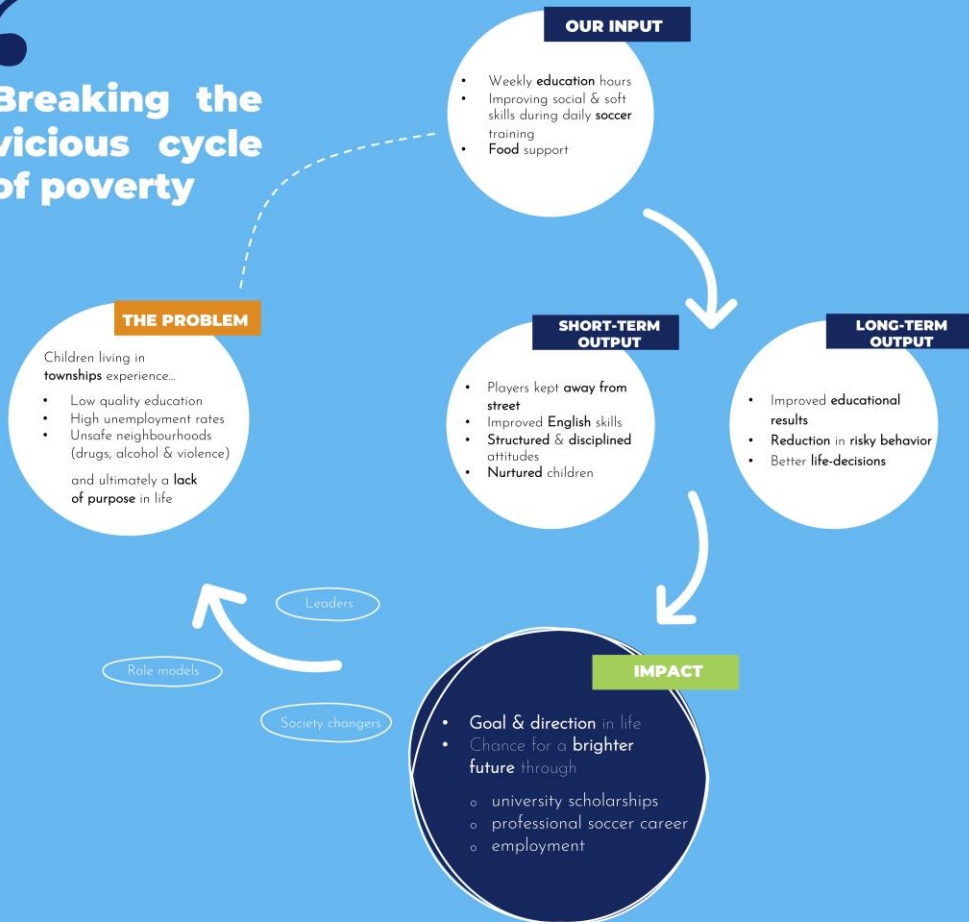
- Integrity
- Respect
- Discipline

- 9 AM: Go to township-school
- 15 PM: Pick-up by Young Bafana bus
- 16 PM: Football training
- 18 PM: Class & peanut butter sandwich
- 19:30 PM: Departure of Young B bus

On academy days, we guide the children during more than 4 hours. This means they are kept away from the violent environment the townships can regularly represent.

“

Breaking the vicious cycle of poverty



THEORY OF CHANGE

Young Bafana's theory of change provides a step-by-step and visual overview of how Young Bafana supports and empowers children from townships in the Western Cape of South-Africa. We aim at breaking the vicious cycle of a meaningless future through the unlocking of the power of football and education. By changing individuals' lives, our organisation tries to bring forward role-models, society-changers and leaders, who can in their turn inspire and serve their communities.

WHAT DO WE WANT TO ACHIEVE?

Combining soccer and education allows us to create many opportunities. Getting the kids out off the streets and educating them in a safe environment will promote the development of the children. Together with our staff and volunteers from all over the world we want to effect the best possible influence on the development of the children. We want to ensure each child is individually assisted in the enhancement of not merely football skills, but additionally life- and social lessons. Consequently, our ultimate ambition is to give all our kids a goal and direction in life. Within the organisation, we introduced various goals that enable us to monitor and evaluate our progress on a regular basis.

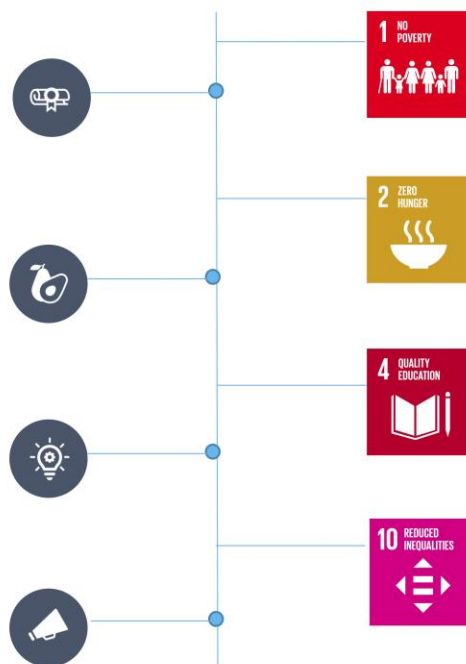


We aim at raising educated, respectful, ambitious players who all either go to university or find a job after graduating from the academy, being able to live a life without poverty.

We provide snacks or small meals after every training session and will upgrade this to nutritious meals in the future so no player leaves Young Bafana feeling hungry.

The objective is that each player is fluent in English and passes the Matric test with exemption. This will facilitate studying at tertiary educational institutes now and in the future.

We offer support to our players regardless of their background and equip them with skills to speak up for themselves and demand opportunities they deserve.



IN THE SPOTLIGHT: EDUCATION



INSIDE THE CLASSROOM

- 40 weeks a year, 1,5 hours of classroom teaching
- English & Maths by qualified teacher
- Career guidance for U16-U18 players
- Attention for soft skills & development of general knowledge

OUTSIDE THE CLASSROOM

- Focus on life skills and discipline during football training 3-4 times a week
- Yearly field trips
 - 2019: Natural History Museum, Planetarium & Aquarium



OUR TEACHER EXPLAINS THE VALUE OF THE FIELDTRIPS

At YB we believe in the holistic development of the child, which to us means exposing our players to all kinds of learning opportunities. The field trips represent an opportunity for each boy to expand his general knowledge and his soft skills. For example, going to a world class museum is about more than just gaining new knowledge - it is also about learning museum etiquette. Further, our field trips always involve an element of play and competition, as a way to engage the players in a non-threatening way. Thus, the older teams participated in a competitive treasure hunt in the Natural History Museum (attached to the Iziko Planetarium), where they had to solve puzzles, take pictures,

and get creative... All this while exploring the museum much more deeply than they would have if they only walked through the exhibitions. The younger team received an age appropriate lesson about shallow water sea creatures, where they touched various different anemones, star fish, and sea pumpkins before entering the aquarium itself. This is an important way to make the aquarium experience more tangible and accessible for the younger children. Moreover, I was so proud of the interesting questions they asked the aquarium teacher and of how respectfully they treated the sea creatures.

Raising stars is our sponsorship program for the individual promotion of selected players who are not only great on the football field, but also on the school desks. Our patrons cover the total education expenses which allows the beneficiary to attend a renowned school. In return Young Bafana takes care of the exchange with the schools as well as the communication with the players parents.

RAISING STARS PROGRAMME

Did you know that, on average, the cost per Raising Stars beneficiary amounts up to €3 320/year?



*Honela,
15 years old
U16 player*



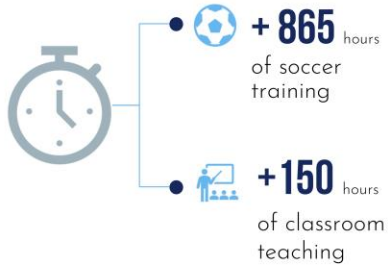
Growing up in the township where there aren't many people whom you could look up to is difficult. The fact that no one is there for you to be a good example leads us to not even thinking that there's a good future ahead.

Young Bafana (YB) has helped me to remember that I could still be a better person and know that I have a future ahead. YB has helped me to change to start my future from a good point. When I got the chance to pass the trials and play for YB that's when the doors started to open for me. I've managed to stay away from drugs because of YB. Most of the children in these black communities have already quit on life but YB has helped to not quit.

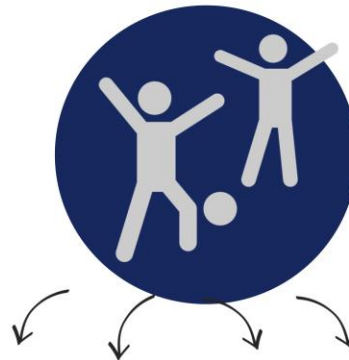
Since the beginning of my journey with YB I've been receiving good grades thanks to the YB before training classes. I was fortunate enough to score myself a good scholarship to one of the best schools in South Africa because of YB.

YB helps to try and improve the future in my community by giving us the chance of having dreams of we could make it in life. Township life won't have to dictate our future anymore thanks to the YB. The organisation has helped me to see that there's life outside and I should have dreams so I could have a better future.

#YOUNGBAFANACHANGINGLIVES



YOUNG BAFANA IN NUMBERS

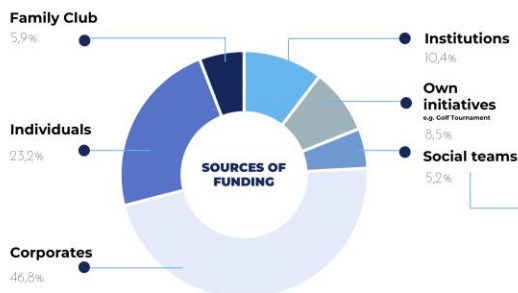


U12 U14 U16 U18

Our main beneficiaries are divided into 4 performance teams, according to their respective ages.



All our social media combined, we have a follower base of more than 12,000 followers from all over the world.



Our separate social division serves as a unique source of funding. The subscription fee of these recreational (non-township) children helps in covering up our daily expenses

SUCCESS STORIES

Keino



Firstly joining Young Bafana was something I never knew that I needed so much, ever since I joined I started taking my soccer more seriously and many positives have occurred in my life since joining the academy. The YB family helped me and my fellow teammate Lance Weaver become aware of going and playing in the states while studying.

During this big transition, coach Berndt and the other staff members were always there to assist us with anything that we needed. Coming to U.S has made me become more responsible, for the simple reason that I had to learn how to take care of myself. There were many responsibilities that I needed to keep in check, in other words I matured a lot since coming to the States. Coming to the USA has also increased my knowledge on several topics, I did not know before.



- GOT A SCHOLARSHIP TO THE US, THANKS TO YOUNG BAFANA



Asanda

'The miracle boy who entered Pro Soccer'

I am Asanda and I am a very humble soul and dreamer who's from Lwandle. I'm the last born in the family of three. My dream all started when I was 14 years old and started taking football seriously. When I joined Young Bafana, that's the moment when I realized there's actually people who believes in me and my talent and who are willing to help me to take my football career to the next step.

At the age of six, I started playing football in the township, until Young Bafana spotted my talent. Playing for Young Bafana and captaining the side for all the years I've been with them, really made me believe that I can make it one day. My good performances at Young Bafana caught the eye of many teams and I went to a third division side called The Magic. My time with them wasn't that long. After only one season with this team, I joined Cape Town City who's playing in the top league in the country and is also the team where I am currently playing for.

Not long after I joined Cape Town City, I was called up to train with the first team several times. Training with the pros as a youngster from the township, felt like a dream coming true. Being able to play with the same people you watch every weekend on TV is unbelievable. The exposure I got from training with the first team was phenomenal, cause today I can confidently say that I compete in big leagues.

So, my message to the all humble beginners out there: keep on grinding because you can never know who's watching, and cherish every little moment and opportunity you get and grab it with both hands!

- PROFESSIONAL PLAYER AT FC CAPE TOWN CITY

COVID-19

**WE HAVE GIVEN
MORE THAN
ONE THOUSAND
FOODPARCELS**



providing over

70 000



meals to **+10000** beneficiaries

COVID-19 has an impact on the entire world and more specifically on the communities in South-Africa. People in the townships do not have the opportunity to work and earn money to bring food to the table. During those difficult times, we decided to launch a food parcel campaign in order to raise money for the families need.



It became also rapidly clear that wearing mouth protection masks was important in order to prevent the spread of the virus. Therefore we decided to give away one mouth protection mask for every mask sold in Germany. Currently we are proud to say we donated more than one hundred mouth masks to the community of Lwandle thanks to the support of many Germans.

PROJECT 2022

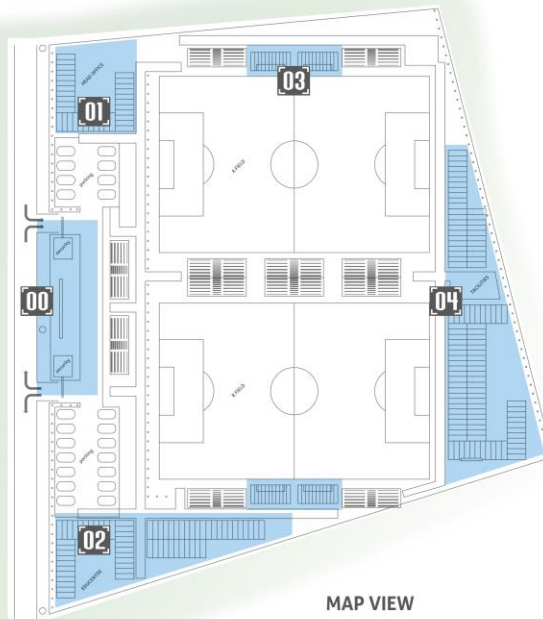
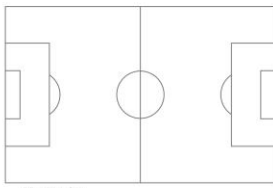
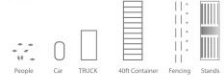
Interested in helping to build this dream?

CONTACT US AT
FUNDRAISING@YOUNG
BAFANA.COM

YB Arena NAVIGATION

- 00 ENTRANCE
- 01 HEAD OFFICE
- 02 EDUCENTRE
- 03 TEAM DUGOUTS
- 04 CLUB TEAM FACILITIES
 - Gym
 - Medical
 - Home changing rooms
 - Mini astroturf

SCALE:



MAP VIEW



5 April 2020

By 2022, our dream is to have our own facility including football pitches, a school and boarding facilities. This would allow us to exploit the full potential of Young Bafana and to provide a safe and integrated experience for all children of the academy. The YB arena will become a social hub, a place free from danger, a home for all of us.



STRUCTURE AND FEATURES

- Stacked containers
- Parking bays
- Fully fenced
- Ergonomic flow

Please note that scale and form are not 100% accurate should be used as visual reference only.



15 April 2020

INTERNS AT YOUNG BAFANA

Each year we are happy to accept volunteers from all over the world. In total we already accepted more than 90 interns, who help us to run the Young Bafana soccer academy. They do not only help the coaches preparing the trainings, but also work on analyzing the games, how to do marketing and last but not least thinking on how they can have an impact on the life of the children and the academy. The last couple of years, volunteers organized a trip to the beach or a clean the beach event with a soccer training on the beach afterwards.

The fascinating point with Young Bafana is getting to know people who, despite their poverty, are sometimes happier than those with wealth. It does not include status symbols or luxury goods, but well-being, family & love.

Pascal (25) from Cologne

I think you should bring along certain prerequisites such as flexibility, enthusiasm for football, adaptability and openness to a new culture. In that case I would recommend Young Bafana to anyone. I think Young Bafana not only changes the lives of children here on the ground, but also the lives of many interns from Germany.

Jan (25) from Garching



For me, Young Bafana does an excellent job focussing on the children and their future. I have a lot of respect for the work that everyone does and admire the passion, the cohesion and the commitment from everyone involved.

Chantal (26) from Nürnberg

GOVERNANCE & STAKEHOLDERS

Young Bafana Soccer academy is a not-for-profit organization Section 18A, number 133-644. The organization was established in 2010 and signed in 2015. Currently the organization is also registered as a voluntary association (e.V.) in Germany.

Stakeholder engagement

Young Bafana regards its stakeholders as individuals or entities who are noticeably affected by its work and those whose own actions affect or could affect the main goal of Young Bafana. Young Bafana's main goal is to help individuals develop holistically, build confidence and keep active, in order that each participant passes its Matric with an exemption so that they can potentially further their studies as tertiary educational institutes.

The stakeholders of our organisation are identified as:



Academy participants



Institutions



Lwandle township citizens



Non-Executive board



Employees & volunteers



Sponsors & partners

ROLE OF THE NON-EXECUTIVE BOARD

The trustees of Young Bafana are the fiduciaries who govern the organization towards a growing and sustainable future. In total the organisation has two boards, who guide the non-profit in applying the principles of good governance coalesce in good faith, skill, care and diligence.

During the years, both boards have helped Young Bafana in different ways and this by always acting according valuable corporate governance.

Overview of the harmonious functioning of our two advisory committees

Non-executive board

STRATEGIC BOARD

- Working on general strategy of the organization
- Well being of Young Bafana on short- and long-term
- Guiding main plans of action by the executives

EDUCATIONAL ADVISORY BOARD

- Monitoring operational performance of the classes
- Approving major activities which are organized in the context of education
- Monitoring Raising Stars program

Page to be adapted - missing input

OUR TEAM



BERND STEINHAGE

Role: Founder
Why I love YB: Passion turned profession
Motto: *Changing Lives*



LENNARD WOHNER

Role: Co-director/Head of Marketing
Why I love YB: I love Young Bafana because of our mission, our achievements and the strong bond inner half our team - uniting people from the most different backgrounds, putting in their efforts for a better future.
Motto: *The best things in life aren't things*



VERON PETER

Role: U19 Coach & Outreach Manager
Why I love YB: Gives hope to the young ones
Motto: *"Don't ever lose your integrity and dreams do come true.."*



GRAHAM KNOTT

Role: U19 Coach & Outreach Manager
Why I love YB: Gives hope to the young ones
Motto: *Don't ever lose your integrity and dreams do come true..*



RASHAUN LIO MADZINGE

Role: U19 Coach
Why I love YB: Young Bafana is not just an academy, we are a big loving family.
Motto: *"WeAreYoungBafana."*



CARLO KRIELING

Role: Technical Director & U16 Coach
Why I love YB: Young Bafana is an establishment that shares the same values i have when it comes to football and giving kids with limited opportunities a foundation to grow
Motto: *"Hard works beats talent when talent doesn't work hard"*



KIRSTIN CONRADIE

Role: Head of Education
Why I love YB: I love being able to make a difference in the kids lives, and I value everything they teach me
Motto: *"Be somebody who makes everybody feel like a somebody"*



CHRISTALLA

To be inserted - Missing input





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