

## CHAPTER 7

# DEVELOPING AND IMPLEMENTING VOLUNTEER PROJECTS

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The process in volunteering practices usually works as follows: Identify a problem and determine a solution for eliminating or reducing it. Implementing this without expecting anything in return means to participate in volunteering. As a result, how does someone implement the solution determined in this process? How does someone plan? What exactly are the goals? What activities will be undertaken to achieve these goals? How does one plan the resources needed for these activities? Where does one get these resources? How can one form sources of income to support these volunteer activities? How can one find external funding? How can one explain themselves to the institutions that will fund the work? How does one ensure that this whole process takes place as desired, namely with the planned resources and budget? The answers to all these questions are actually related to one single concept: the project. For this reason, especially in recent years, one of the most used concepts in terms of volunteering and social responsibility studies has been the project. This section will discuss what the concept of a project is, which works can and cannot be called projects, and what phases an idea will go through while being implemented with a project. This section will also cover the different approaches to managing projects and what to consider when managing a project. In addition, examples will show how one can find funds for projects and how one can prepare the project application documents funding institutions request.

## **Introduction: What a Project Is and Isn't**

The word project is often heard in daily life. Project as a word appears in many areas of life, from homework in primary school to various activities in business life as well as from inspired ideas that come to our minds to political actors whose relationship with other centers wants to be explained. So, which of these are correct?

Firstly, talking about why a definition for project is needed would be useful. In the past, human beings used to sow and harvest according to the seasons of the year. They would harvest in one certain season, produce some products from what they harvested, eat these, sell some, and provide for their various needs with what they got from these sales. This cycle was repeated every year in this way. The lives of those engaged in livestock, crafts, or trade were not very different. For most of those from ancient times, life went on as a chain of operations that followed specific routines.<sup>1</sup>

Unlike the old routines, with the increase in urbanization and the Industrial Revolution, the number of unique jobs the new needs required began to increase. The emergence of new products, technologies, ventures, and forms of organization became commonplace. Efforts to reveal these new things had to be classified differently. At this point, project came to the rescue as the concept for separating these unique efforts from routine operations. Such efforts now needed to be called projects.

The etymology of the concept of project, which means preliminary design, is the Latin word *projectum*. *Projectum* is the noun derived from the verb *proicere*, meaning pre-action (Oxford English Dictionary, 2021). The Project Management Institute (PMI) is one of the most respected institutions in the field of project management, and they define a project as “a temporary effort to produce a unique product, service, or result” (PMI Türkiye, 2017). A project’s temporariness and the intention for these activities being to create a unique result are the two most important features that distinguish the concept of a project from other activities. The task can also be considered as a sum of activities, not a single activity. For example, while providing training with predefined content is not a stand-alone project, it can be considered as a project consisting of a sum of activities, from making a needs analysis for a unique training study, preparing the curriculum and training material, to then finalizing the curriculum and content with pilot trainings.

In order to consider a task a project, it should have the following characteristics:

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1 To sometimes do unique, non-routine things (e.g., building a castle/fortress/place of worship or making large statues) was not uncommon for them.

- Precise start and end dates,
- More than one activity
- A specific purpose (or purposes) that is/are expected to be achieved as a result,
- Funding and resource limits

Based on all these, a project is defined as the sum of activities aimed at achieving certain goals within a certain time using specific resources. Noting that purpose, time, and resources constitute the three basic constraints of the project would be useful at this point, and these are known as the triple constraint in the literature on projects. This means increasing resources and narrowing objectives shortens the duration, reducing objectives and increasing the duration reduces resources, and increasing resources and the duration extends the objective.

Repetitive activities in the course of life are known as operations and are not considered projects. For example, operations are:

- ideas that are not planned in detail and whose goals, resources, and duration are undefined,
- travel, picnic activities, speeches, food aid, accounting operations, periodic reports, trainings, and the operations of annual scholarships.

### **What are Social Projects?**

Projects as a concept have been mostly used in organizations carrying out commercial activities; its frequent use in volunteering activities, NGOs and public activities has begun being witnessed in recent years. The concept of social projects is generally used to distinguish projects made in this field from other projects. So, how exactly can one define a social project?

Works that have the characteristics given above about project that aim to produce solutions to problems concerning society in general or to achieve social progress are called social projects.

Why had project not been used often as a concept for some social studies such as volunteering until recent years? Answering this question is important in terms of understanding the purposes of social projects. In this context, the following items can be listed as answers:

- To achieve goals using more comprehensive and innovative methods in place of scholarships, humanitarian aid, and information activities in line with the expectations of the target audience.
- To find effective and permanent solutions to social problems, comprehensive works need to be carried out that include many activities as well as analyses, solution development, and implementation phases.

- National and international institutions that provide resources for social works prefer to fund project-based works because they facilitate determining which applications they will support, monitoring the activity process and results, ensuring the achievement of the targeted criteria by the end of the work, and ensuring the sustainability of the targeted effect after the task.

## The Project Adventure: From Idea to Implementation

Ideas on their own have been stated to not be able to be defined as projects. However, one should not forget that every project starts with an idea, passes through certain stages, then comes to life. These stages can be listed as shown in Figure 1.



Figure 1. Project transition stages from idea to implementation.

*Idea Development:* Idea development starts from a need or desire and is the result of matching. This match can take the form of matching a problem with a solution developed in another area. For example, this can involve trying to find a solution by matching unemployment issues with Internet technology, matching people who need education with educators who have the spare time, or matching human rights advocacy in a certain field with new media tools.

*Project Analysis:* This involves the attempt to understand the possibility and impact of the idea to be realized using objective data and predictions. In this stage, a project proposal document may also be prepared. This document is also known as a business plan, feasibility plan, or project application form. The primary objectives to be realized and the activities to be carried out with the current situation and needs analyses in this stage are determined by taking into account the time and resource requirements. Therefore, the budget and resource requirements emerge in this stage.

*Project Selection:* Whether an NGO or some other organization is funding a social project, implementing or supporting all the received projects is often not possible for the organization carrying out the projects. An organization has to choose some of the projects that reach them and eliminate others. This selection process involves carrying out the total resources allocated

to the projects in light of criteria such as the strategy of the institution, institutional policy compliance and tactics, the projects' intended effects, and the target audience being reached.

*Project Execution:* This stage is where the selected projects are managed according to the project management methodology. While projects are carried out as planned in this stage, they are constantly monitored to ensure that they do not deviate from the defined budget, timeframe, or targets. Plans are updated when a deviation or the possibility of one occurs.

*Termination and Propagation:* The idea has now come to life. For example, a training program was designed to solve unemployment problems in a certain population; trainings were implemented, and an Internet portal was designed to connect the unemployed with employers, with some trainings being videotaped to ensure the projects continued effects after completion. Recording the positive and negative experiences in the project is extremely important at this point in order to increase the effectiveness and efficiency of future projects. In addition, ensuring the project's effects continue is ensured through the Internet portal, accessible training videos, and the training contents.

### The Concept of Project Cycle

Another project-related concept in the project literature is project life cycle, or project cycle. This concept is used to explain that projects progress with a certain circularity. Planning activities in projects and constantly reviewing the planning are important. As stated before, projects are the sum of activities that have specific purposes, durations, and resources. At the end of the project, checking whether or not the tasks are progressing as planned is needed in order to achieve the desired goals without exceeding the duration and running out of resources; if necessary, revisions should be made to the plans. Each project and even its sub-activities have to perform the following functions for the project to progress systematically:

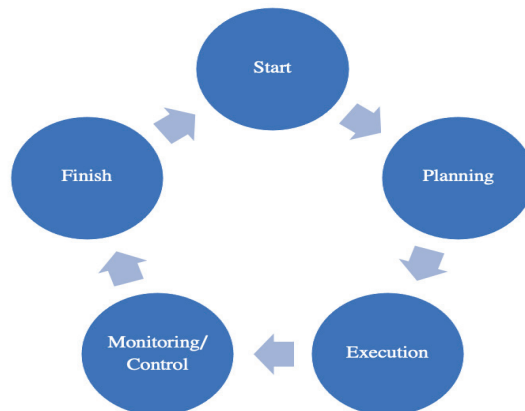


Figure 2. Project life cycle.

*Start:* This stage is when the project and activities begin. This stage is when who expects what from the relevant project and activity and what the constraints are get defined.

*Planning:* The sub-activities necessary for achieving the initial expectations are defined in this stage, as well as the timing and resources that will be realized.

*Execution:* This stage is when the planned project activities are actually implemented. The attempt is made to carry out the defined activities using the determined resources over the specified timeframe.

*Monitoring/Checking Up:* This stage involves checking up on whether or not the execution is progressing as planned, basically monitoring whether the desired targets can be achieved over the specified periods, whether the activities are being realized or not, and whether any deviations in terms of expected resources and time frames have occurred. Each activity can be monitored and checked up on at the same time they are being carried out.

*Finish:* This stage is when the activities finish up. The results and experiences are reported, with the results here being taken into account for planning future projects and activities.

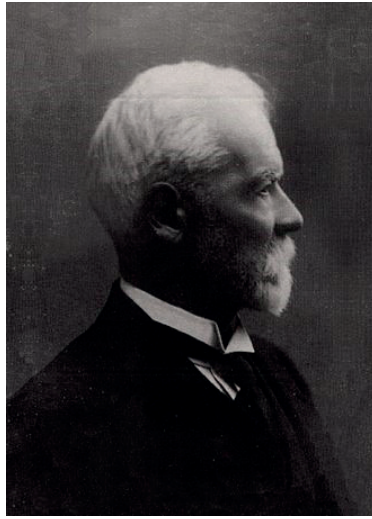
## **Project Management**

Projects' main features were been mentioned to have specific objectives, resources, and durations (the triple constraint). All efforts at this point to ensure that these goals are achieved by complying with the specified resources and time constraints is referred to as project management.

Until the 20th century, tasks to be evaluated within the scope of a project had mostly been limited to the construction field. A project management approach, even if not called that exactly, was needed to build structures unlike any that come before. Flamboyant works of art, especially in the field of architecture, are one of the greatest indicators of the use of project management functions and skills as a practice in this field, although not in the current sense. The ancient pyramids of Egypt, the Great Wall of China, and prominent temples and palaces in different cultures indicate the historical existence of project management skills.

The modern project management approach is generally accepted as having started with the Manhattan Project, during which the atomic bomb was developed by US military forces. Accordingly, the 1950s have gone down as the decade when this approach began to spread to different sectors.

The names for the tools used most in the project management approach came from the American mechanical engineer Henry Gantt (1861-1919) and the French mining engineer Henri Fayol (1841-1925).



*Image 1. Henri Fayol (1841-1925).<sup>2</sup>*

Gantt designed the Gantt Chart, which is frequently used today in business plans in particular. Fayol, however, deeply influenced the field of project management with his theory based on foresight and planning, which became known as Fayolism and has caused a major change in business management.

Today, project management techniques are developed and standardized through institutions such as the Project Management Institute (PMI). However, based on the needs of the times, new methods such as agile methodology have also begun being used. Today, the business world creates solutions for its own needs.

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### **Gantt Charts**

The main activities to be carried out in projects and their sub-activities are shown in the time plan. Visually, the activities to be done throughout the project are listed in the leftmost column. A hierarchical relationship also is found in the representation of these activities. The sub-activities of the main activities are listed with an indent to the right. Thanks to Gantt charts, the people who manage the project can see which activities should be completed on one single chart. They can follow this on the basis of main activities if they wish, or on the basis of sub-activities. Gantt charts are the most widely used tool for tracking temporal variances, one of the most important constraints in project management. They can also be used to monitor a project's outputs.

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2 Source: [https://en.wikipedia.org/wiki/Henri\\_Fayol](https://en.wikipedia.org/wiki/Henri_Fayol)

## The Methods Used in Project Management

Project management is essentially a set of methods and techniques. Different methods are used for a variety of purposes. Some of these techniques are not specific to project management. For example, techniques such as the Gantt Chart, risk analyses, and budgeting are used in many areas. Within the scope of the project management approach, these techniques are brought together in a certain order to prevent project managers from overlooking things.

Before going into the details of project management, briefly discussing how institutions that have more than one project at the same time manage this process would be useful. Managing many projects at the same time also makes tracking the projects' effectiveness and efficiency difficult. In addition, one project alone most of the time is not enough to solve a problem. For this, establishing hierarchical relations between projects becomes necessary. Projects that serve the same purpose and create better solution in unison are grouped under programs. A program is defined as "a group of linked projects managed in coordination to obtain or increase benefits and control that cannot be achieved when managed individually" (PMI Türkiye, 2017). Programs with the same theme may have specific sub-themes. When there is a high number of projects, sub-programs are formed in accordance with these sub-themes. An organization may have more than one program, and if these programs serve different strategic purposes, they are also gathered under different portfolios. A portfolio is also defined as "a set of projects and programs that are brought together/grouped in order to make supply management more effective within the scope of realizing strategic goals and objectives" (PMI Türkiye, 2017).

For example, a portfolio is being prepared on disadvantaged groups. Within this portfolio, two separate programs can be prepared: adapting disadvantaged groups to society and raising awareness of disadvantaged groups. The following projects that can be prepared for the first program:

Project 1: Preparing disadvantaged groups for business life

Project 2: Social cohesion in disadvantaged groups

Project 3: Increasing accessibility for disadvantaged groups



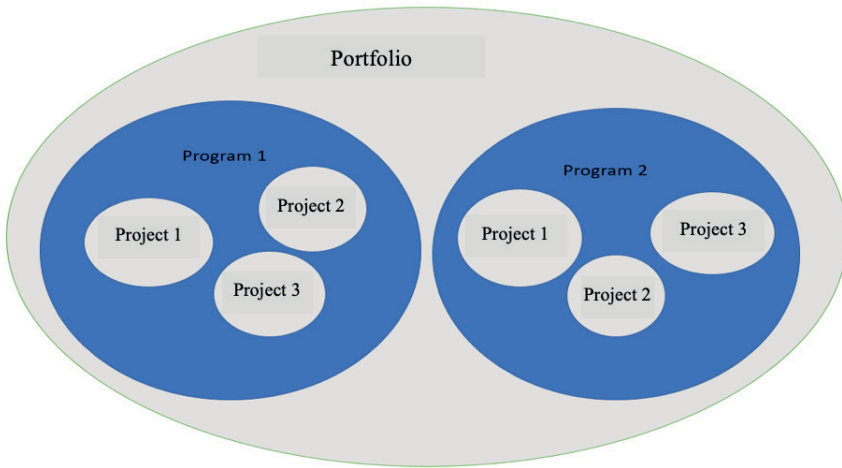


Figure 3. Portfolio-program-project relationship.

The most common methods and agile approaches in project management are generally classified in two ways. The first is the traditional project approach of waterfall project management. The processes proceed sequentially, starting with needs analysis, then defining the scope, followed by planning and execution. The logical framework approach and PMI's project management approach can be evaluated in this context. The agile project management approach has recently emerged and is mostly based on needs in information technologies such as software and electronics. The logical framework, PMI's project management, and the agile project management approaches can be summarized as follows:

*Logical Framework:* This approach is the most commonly used method in social projects and focuses more on project planning and monitoring. In particular, it is used in order for grant organizations to quickly grasp the basic logic of a project and understand the objectives through which they will monitor the project and the means by which these objectives will be monitored. This approach helps the actors who aim to achieve social goals easily construct goals and means based on their analysis.

*PMI's Project Management:* This is the project management approach the Project Management Institute (PMI) has defined. It is used primarily in construction and software sectors, mostly in the private sector and some large public institutions. Such organizations usually have a project management office (PMO) that coordinates all projects within the institution. Generally, project managers who are PMI-certified as project management professionals take part in these projects. This approach is used more in projects with large budgets, vast human resources, and longer timeframes. This approach includes many

techniques with high documentation requirements and is based on the simultaneous execution of 10 modules. The project cycle stages mentioned above are operated separately for each module. The modules in question and what activities they cover at each stage are provided in Table 1.

*Agile Project Management:* Some cases of classical project management methods have had difficulty fully responding to new needs. For example, the assumption that another activity will be started after one activity finishes is not fully implementable in the software and electronics sectors. To meet this need, the agile project management method was developed. Its general operation is based on a course where one activity is started before a previous one finishes; it pauses for a while and then resumes upon receiving the data at a stage from the previous activity. In addition, finished activities can be restarted as needed. In other words, iterative progress is used instead of sequential progress. This method is especially useful in software development projects. People, interactions, and changes are important in the agile approach, not the processes and methods as in regular project management. The process usually proceeds using software or on a blackboard. Comparing finished tasks with planned tasks is also important in this method; however, not all activities are planned from the start in great detail. Agile project management needs an implementation tool, as this is a general approach. The most common practice tool is called scrum.

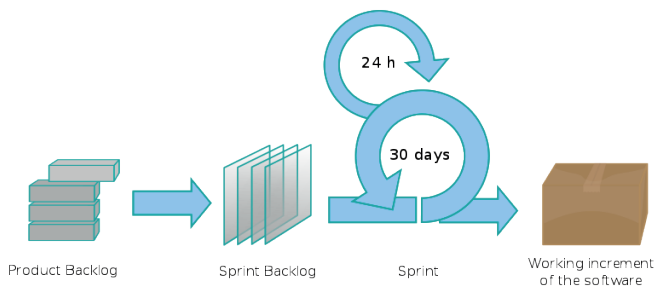


Figure 4. Scrum project management flowchart.<sup>3</sup>

Although the agile approach is mostly used in software projects, it can be used in all projects where, rather than cost or equipment planning, people need to plan the tasks to be done where the number of times the activities will be repeated is not entirely known.

3 Source: [https://tr.wikipedia.org/wiki/Dosya:Scrum\\_process.svg](https://tr.wikipedia.org/wiki/Dosya:Scrum_process.svg)

## Points to Consider in Project Management

Planning, organizing, and monitoring projects involve certain significant aspects. One should pay attention to these aspects in order to soundly conclude projects and ensure maximum efficiency. The following points should be considered while planning projects:

- Keep the planning phase long and do not skip details
- Pre-interview people and institutions with similar experience
- Make a good risk plan<sup>4</sup> and monitor risk realization
- While budgeting, receive from at least three places *proforma* invoices that include technical details
- Request and verify references from the supplier receiving the offer
- Make sure the technical team members create technical specifications, if possible
- Acquire voluntary or paid consultancy when sufficient technical knowledge and experience is lacking for activities within the team
- Define work packages to cover holistic and interrelated activities and establish measurable performance criteria for successful completion

The following points should be considered when organizing and coordinating the project:

- Distribute responsibilities equally to the proper people
- Consider past experience when building a team
- Make live and written records of the team's work plan follow-up (e.g., using Google spreadsheets)
- Conduct routine review meetings with key teammates
- Emphasize written communication
- Allocate responsibility and coordination tasks to different people
- Detect and prevent bottlenecks early on

The following points should be considered when monitoring and checking up on the project:

- Monitor and immediately intervene in deviations in time, budget, and success criteria
- Closely monitor the cash-flow plan; respond to deviations immediately and revise plans

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4 This will be explained in the section titled Project Writing at the end of the chapter.

**Table 1.** Project Management Modules and the Activities They Cover (Source: PMBOK 6).

<b>Information Fields</b>	<b>Project Management Process Groups</b>		<b>Execution</b>	<b>Monitoring/Check-up</b>	<b>Finish</b>
	<b>Start</b>	<b>Planning</b>			
Integration Management	Developing Project Start Documents	- Developing the project administration plan	- Guiding and Managing Project Tasks	- Monitoring project tasks - Performing checks of controlled integration/changes	- Project/Phase closure
Scope Management		- Planning scope management, - Gathering requirements, - Identifying the scope, - Creating the task breakdown structure		- Certifying the scope - Checking the scope	
Time Management		- Planning Timetable Management, - Defining Activities, Ordering Activities, Estimating Activity Resources, - Improving Timetable		- Monitoring the Timetable	
Expense Management		- Planning Expense Management, - Estimating Expenses, - Determining the Budget		- Monitoring Expenses	
Quality Management		- Planning Quality Management	- Providing quality assurance	- Quality Control	
Human Resource Management		- Planning Human Resource Management	- Creating the Project Group, - Developing the Project Group, - Managing the Project Group		

Table 1. Continue.

Communication Management		- Planning Communication Management	- Managing Communications	- Monitoring Communications	
Risk Management		- Planning Risk Management, - Identifying Risks, - Performing Qualitative and Quantitative Risk Analyses, - Planning Risk Response		- Monitoring Risks	
Acquisition Management		- Planning Acquisition Management	- Performing Acquisitions	- Monitoring Acquisition Works	- Acquisitions closure
Shareholder Management	Determining Shareholders	- Planning Shareholder Management	- Managing Shareholder Involvement	- Monitoring Shareholder Involvement	

- In the event of a revision, quickly notify all affected parties
- Upon project completion, check whether the goals have been achieved and share the results with the relevant people



### Technical Specifications

This document specifies the characteristics of the resources planned for purchase during the project, how they will be procured and used, and the services expected during use (e.g., maintenance/support). In this way, the supplier who will sell that resource knows what kind of product/service it will provide and makes a bid accordingly. At the same time, no ambiguity occurs between the two parties after the purchase is made. For example, if a training curriculum is to be prepared, one should state in detail how many modules it will consist of, who the target audience will be, how long it will take, what qualifications are expected from the team, how long it will take, what standards the documents to be delivered should have, who owns the copyright, and how long it takes to respond to revision requests.



## Project Financing: Resource Development

As previously mentioned, having specific resources is one of projects' main features. Public institutions support projects through the taxes they collect, while companies support projects through their commercial profits. As such, how can the resources non-profit social projects developed entirely outside of these institutions need be provided?

First of all, knowing that two kinds of external contributions can be obtained for needed resources is useful. The first is called cash contributions and is used to describe monetary contributions. The other is known as in-kind contributions and is used in regard to directly allocating resources to the project (e.g., allocating a car to the project team, using a conference hall, projector, and similar facility).

Activities carried out for finding projects' financial and in-kind resources are referred to as resource development. Resource development has many methods, but knowing the principles of this activity has primary benefit:

- Resource development is a competitive environment. Other project owners apart from you also apply for resources to be allocated to support social projects. Therefore, your project needs to be more attractive.
- Resource development is a two-way exchange between donor and recipient. The institutions or persons providing the resources have some material or moral expectations in return. One should closely analyze these expectations and consider this situation in different strategies, especially in the communication strategy.

- Resource continuity is important. One should build sustainable resource development models.
- One should define the possible risks and measures that reduce these risks by looking through the eyes of the institution and person who will provide the resource.
- One should clearly define the criteria for success and present the benefits of this resource in a measurable and observable way.
- Projects requiring resources should be aligned with the corporate strategy or competencies of the resource requester.
- In cases where meeting a project's entire budget from one place is difficult, funding units can be created by dividing the project into sub-units. For example, one can request in-kind contributions from construction companies to meet a project's construction costs or from white goods sellers to meet the need for white goods inside the building.
- When determining which institutions and individuals one can apply to, one should consider past experiences and data while researching which methods have persuaded actors who've contributed to similar projects in the past.

Resource development methods can be classified under three headings: (1) commercial income generation, (2) individual and mass fundraising, and (3) corporate project supports.

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#### Performance Criteria

These are the criteria defined to measure whether an activity has the desired effect while executing it. To give an example for social projects, data such as the number of those enrolled in training for training-related projects, results from tests measuring whether the intended information and change in opinion regarding the relevant subject was achieved after participating in the training, the number of people employed for a project in terms of increased employment, and the number of views a social media item created for social awareness has all give an idea of whether a project has actually produced the desired effect.

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### Commercial Revenue

One way to fund volunteer projects is to generate commercial income. In this case, the target audience should be offered not only a moral but also and sometimes only an economic advantage, and this advantage should be more attractive than the alternatives. Many examples of activities can be given such as sewing, embroidering, and selling products online to increase housewives'

household income; providing paid training to a certain audience in order to fund free training; earning income from shopping made through a portal that connects the small producer directly with the consumer; organizing producers in regional development projects; and mediating their product commercialization. The concepts of social entrepreneurship and social enterprise have come up more and more recently and are actually the structures through which the models that make commercial income sustainable are established and thus enable social works to be viable.

Here are some points to consider when generating commercial income in social projects:

- One should not be forgotten people act according to free market conditions. Define the commercial value clearly, and provide the defined commercial value with features that the target audience can accept.
- Do not allow the project's social aspects to cause unfair competition.
- The risk of doubts about a task's purpose increase at the point where social projects and commercial income meet. For this reason, transparency, accurate communication, and crisis management are very important. Clarify income and expenses to the relevant persons and keep detailed records.
- Establish a good monitoring system to prevent abuse and corruption.

## **Individual and Mass Donations**

Donations are a resource development method that involves obtaining the necessary resources from those who want to support social projects with no expectation of financial gain. Donations can be classified into two basic groups: individual and mass.

### ***Individual Donations***

This method involves obtaining the necessary resources directly from individuals who are sensitive to the relevant social issue. Important issues in this method are knowing the target audience well, properly introducing them to the social project, providing appropriate support methods, maintaining continuity and dissemination of support by maintaining communication.

The following motivations are possible for these donors to act:

- Individual motivations: Having had a positive or negative experience (e.g., an orphan who receives support from an NGO that supports orphans is likely to support that NGO in the future, or a person whose family has a disability donates to a project in the same field).



- Financial/economic motivations: Providing economic benefits by gaining a certain reputation or environment.
- Service: Supporting a project that can solve a problem one cannot solve alone.
- Collaboration: Making the voices of those who support advocacy projects heard more.
- Psychological: Donating to avoid the negative psychological effects of a certain event and to increase the positive psychological effect (e.g., giving support to earthquake victims after an earthquake, helping girls to read).
- Social: Donating to benefit relatives, compatriots, and the social environment.
- Religious: Donating as required or considered good by one's religion. (e.g., zakat, fitra, charity).
- Cultural: Supporting projects carried out to maintain a culture of belonging.

The following methods are some of those used to collect individual donations:

- Putting donation boxes in places with dense populations.
- Religiously motivated funds, such as church and zakat funds.
- Taking advantage of tools such as charity and fitra people provide due to religious beliefs.
- Producing co-branded products.
- Withdrawing small monthly amounts from a bank account or credit card.
- Organizing special events such as fashion shows, meetings, concerts, or competitions.
- Donations given in place of gifts at events such as birthdays, funerals, or weddings.
- Receiving donations in return for an activity such as sports or walkathons.

Along with the technological transformations in recent years, tools such as bulk SMS (e.g., write AAA and send to XXXX), mobile applications where donations can be received, websites that collect donations, messaging groups (e.g., WhatsApp), images, videos, and texts that will have large numbers of views on social media have also started being used to collect individual donations.

### ***Mass Donations***

The widespread use of the Internet and project-based social activities has led to the emergence of some innovative fundraising methods. One of these is called crowd funding. Crowd funding is the when a large number of people fund a project with small contributions. Crowd funding differs from individual donations in that the project is the focus and donations are based on many small contributions.

Mass donations usually work with some mechanisms such as having websites specific to the task; publishing a project on a website that states the project's objectives, duration, and budget; and setting a deadline for meeting the goal. If the goal is met on time, the project comes to life; if not, the donations are returned to the donors' accounts.

After the global financial crisis in 2008 in particular, this sector emerged as an alternative solution to the difficulties faced by small-scale and early-stage companies in finding financing and has currently reached a size of billions of dollars.<sup>5</sup> In recent years, mass donations have become a widely used tool for social projects.

### **Corporate Project Supports**

One way to find resources for volunteering projects is to apply to the organizations that are interested in the outputs from these projects. Organizations support projects in two ways: They either sponsor a limited number of projects, or they allocate a budget for a portfolio of projects, collect applications, and select some to give grants.

#### ***Sponsorship***

Sponsorship is support for an activity from people or institutions other than the person or institution that plans to carry out the activity. This support can be financial as well as in-kind or be in the form of allowing only the use of the name.

Supporting social and cultural works for those with economic and political power has been a phenomenon seen on earth for millennia. In recent times, supporting social activities, especially for commercial and political organizations as well as NGOs, has become widespread.

Companies have defined separate processes including these sponsorship activities and have started to establish separate units. Organizationally, sponsorship is generally placed under the corporate communication unit associated with marketing activities or under a sponsorship-affiliated unit with the title of social responsibility. Sponsorship is planned more to serve marketing activities.

One should not forget that, unlike donations, sponsorship has a moral and psychological benefit in addition to a material benefit. For this reason, one should clearly know the mission, strategy, and goals of organizations that provide sponsorship support. By supporting such activities, organizations generally try to achieve the following goals (Peltekoğlu, 2007):

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5 Some examples are: Patreon, Kickstarter, Indiegogo, Glassouse, [www.arikovani.com](http://www.arikovani.com), [www.fongogo.com](http://www.fongogo.com), [www.crowdfon.com](http://www.crowdfon.com)


- Contributing to the recognition and consolidation of the corporate identity,
- Gaining more permanent sympathy and strengthening the corporate image by ensuring its name is mentioned alongside society-respected activities that have a permanent positive effect on the emotional dimension,
- Announcing the name of the organization to target groups and contributing to its promotion,
- Taking part in mass media, promoting a new product or service and increasing sales by performing these promotions with a more affordable budget compared to normal promotional costs,
- Developing corporate culture to support the company's internal communications and to increase employee motivation and loyalty to their organization.



The benefits of sponsors can also differ based on the type and amount of their contributions. Sponsorship labels are also often differentiated in order to clarify the different degrees between the benefits in question. For example, those who provide the main support can be called the main sponsor, others can be called sub-sponsors or co-sponsors; cases also occur where they are also called gold, silver, or platinum-level sponsors). Sometimes, titles such as communication sponsor, IT sponsor, security sponsor, or logistics sponsor may be used based on the theme they support, and different expectations may arise from each sponsor.

Persons or institutions seeking sponsorship support should prepare a sponsorship dossier describing both their past work and planned activities, as well as how they will serve the mission, goals, and strategy of the organization they are sponsoring. This dossier should tell the sponsor which types of financial support, service support, equipment/infrastructure, or name usage rights are expected and which sponsorship label they will receive when becoming a supporter.

**Table 2.** *Institutions Providing Project Support*

Institution	Support Content	Support Examples
<p><b>Ministry of Youth and Sports</b></p>  <p><b>T.C. GENÇLİK VE SPOR BAKANLIĞI</b></p>	<p>The Youth Projects Support Program (<i>Gençlik Projeleri Destek Programı</i> [GPDP]) is conducted to provide youths with better living conditions and new opportunities, to support their personal and social development, to enable them to realize their potential, and to increase their active participation in all areas of life. Applications are received on subjects determined in each announcement period.</p>	<p>Within the scope of the GPDP 2020 – 1<sup>st</sup> General Announcement, the GPDP announced support for works on eight different issues: volunteerism, personal development, physical activity, exercise and sports, books and coffee, culture and art, innovative ideas, and environmental and animal protection.</p>

Institution	Support Content	Support Examples
<p><b>Development Agencies</b></p>	<p>These have been created to ensure that regional development is managed by regional actors. Working to unlock local potential by supporting cooperation among public, private, and non-governmental organizations, the Development Agencies provide support in two categories (i.e., technical and financial support). Türkiye overall has 26 development agencies, each established to cover certain regions.</p>	<p>The announced themes regarding the financial support programs the Istanbul Development Agency (<i>Istanbul Kalkınma Ajansı</i> [ISTKA]) started in 2021 are as follows: children and youth, entrepreneurship, innovative Istanbul, and creative industries.</p>
<p><b>Ministry of the Interior</b></p> 	<p>These are conducted by the General Directorate of Civil Society Relations. Project assistance can be provided to association and federations as well as association-established confederations. The projects are expected to serve such purposes as improving associations' capacities, increasing their relations with public institutions, providing active participation in decision-making mechanisms, and producing solutions to social problems through voluntary organizations.</p>	<p>The announcement published in 2021 stated the following types of projects will be supported:</p> <ul style="list-style-type: none"> <li>Participation in decision-making mechanisms, public-civil society collaborations, and increasing NGOs' capacities</li> <li>Increasing awareness of human rights, democracy, and active citizenship,</li> <li>Supporting the relatives of martyrs, veterans, and citizens who've been exposed to terrorist acts</li> <li>Women's rights, preserving the family structure, preventing domestic violence,</li> <li>Struggling with drug addiction and substance abuse,</li> <li>Establishing reconciliation and increasing cooperation and interactions among different segments of society to ensure peace and harmony in society,</li> <li>Supporting projects that are able to provide solutions to society's priority needs and problems and that contribute to social development,</li> <li>Supporting children, youths, women, the disabled, the underprivileged, and socially at-risk groups,</li> <li>Supporting projects on education, culture, health, and sports,</li> <li>Preserving, developing, and reinvigorating the values of history, civilization, and culture,</li> <li>Increasing employment,</li> <li>Migration and integration,</li> <li>Social entrepreneurship,</li> <li>Volunteerism,</li> <li>Disaster awareness.</li> </ul>
<p><b>Private Foundations and Associations</b></p>	<p>Some NGOs are able to support projects directly as well as provide grant support to external projects. NGOs aim to use their resources by creating grant programs and supporting other NGOs on issues that align with their mission and strategy.</p>	<p>Providing support to the projects of NGOs that produce solutions to the social problems of women, youths, and the disabled, the Sabancı Foundation declared it will grant a total of 2 million TL to 8 projects in 2021.</p>

Institution	Support Content	Support Examples
<p data-bbox="139 251 284 274"><b>United Nations</b></p> 	<p data-bbox="399 251 729 429">UN organizations have made announcements about providing grant support to achieve its Sustainable Development Goals. The UN agencies in Türkiye are UNDP, UN Women, UNFPA, UNHCR, and UNICEF.</p>	<p data-bbox="742 251 1120 556">The United Nations Population Fund (UNFPA) is an international development agency and invited qualified NGOs to submit proposals for their internal capacity development within the scope of UNFPA Türkiye 7<sup>th</sup> Country Programme. The purpose of their proposal announcement is to support developing the internal capacities of NGOs that are suitable for possible partnerships with UNFPA Türkiye within the scope of the 7<sup>th</sup> Country Programme being implemented between 2021-2025.</p>
<p data-bbox="139 569 297 593"><b>European Union</b></p> 	<p data-bbox="399 569 687 724">Various EU programs that will support EU policies have been implemented in important areas for certain periods. Türkiye also has participated in the following programs:</p> <ol data-bbox="399 729 725 902" style="list-style-type: none"> <li>1. Erasmus+,</li> <li>2. Horizon Europe,</li> <li>3. European Solidarity Corps (ESC),</li> <li>4. Civil Protection Mechanism,</li> <li>5. Creative Europe,</li> <li>6. Customs,</li> <li>7. Taxation.</li> </ol> <p data-bbox="399 908 706 1002">Among these, the Erasmus+, ESC, and Civil Protection Mechanism are the programs focused on civil society and volunteer works.</p>	<p data-bbox="742 569 1110 775">The Volunteer Teams announcement that took place in high priority areas and was published under the ESC stated it will support large-scale, high-impact projects that support volunteer activities youths from at least two different countries conduct together for the purpose of solidarity.</p>
<p data-bbox="139 1017 240 1041"><b>Embassies</b></p>	<p data-bbox="399 1017 719 1172">Some embassies provide grants to increase political, economic, social, and cultural collaborations between their country and the target country and to strengthen the country's image.</p>	<p data-bbox="742 1017 1107 1195">The Canadian Embassy in Ankara began its annual call for proposals for the Canadian Fund for Local Initiatives (CFLI). CFLI supports small-scale high-impact projects that are aligned with the Canadian government's priority areas of international assistance.</p>

## Project Writing

The quality of a submitted project is very important for receiving support from these and other institutions. For this reason, the issue of project writing gains importance. Project writing is one of the most common tasks in volunteering projects. Project writing is necessary for two reasons. The first involves planning the project in detail. As stated before, projects are not just simple ideas. Projects are studies that have specific objectives, activities, outputs, resources, and durations. These should be defined and recorded in detail before starting the work so as to avoid major deviations from the targets set throughout the project and to achieve the goal by the end of the project.

The second is that the institutions that support social projects do not support all projects that are submitted to them; only certain projects are selected from among them in accordance with the total budget allowance. During this selection, one should look at the documents written for the projects, be convinced of the project's justification, match the project's goals with its own, check whether the project has a plan to realize its goals, and realize how to define the budget realistically and efficiently.

So, how should project writing, which also means project design, be done? This section will try to answer the questions of what titles should be in a project and what should be written under these titles by making use of the logical framework approach and giving examples when appropriate. In fact, this section will show how an idea is transformed into a project and how a project is designed.

## Project Writing by Designing

Firstly, dividing the steps to be followed into two stages would be useful. Situation analysis is the first stage, and planning is the second stage.

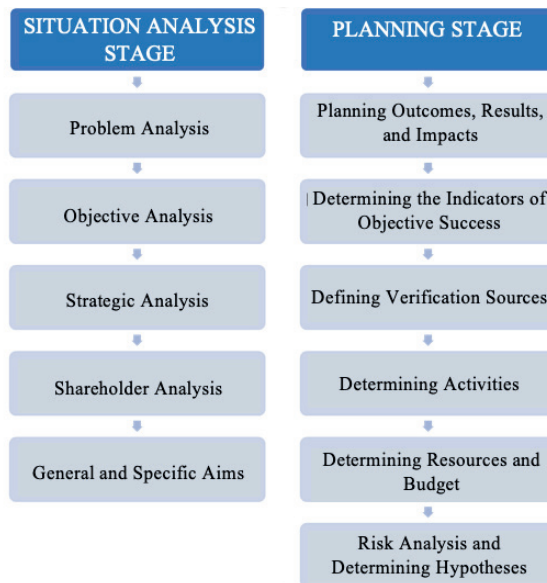


Figure 5. Project writing stages.

### *Situation Analysis*

This is the stage when the project framework is drawn up. This stage determines the project outlines, not the details. It focuses on questions such as which specific problems will be focused on, what will be the method for solving these problems, who will be included in the process, and what will be the main objectives. This stage covers the following types of tasks:

1. It begins with the problem analysis. Starting with a previously given example, here the unemployment problems of Group A will first be analyzed in more detail. One can use a number of techniques during these analyses. One can review documents. Past articles, reports, and books are more helpful in understanding the problem. One may also perform statistical analyses if data is available. Interviews and surveys with those in the field affected by the problem and with those who've conducted previous work in similar fields are other tool that will help analyze the problem. The Justifications heading of the project can be filled in as a result of analyzing the problem. Quantifying justifications and supporting them with concrete, objective facts is extremely important in this stage. For example, if one suggests unemployment to be high in a population, comparing them with other audiences and supporting the claim with data are important. The Target Groups that will be contacted directly during the project and the Final Beneficiaries who will benefit from project's medium- and long-term impacts are also defined in this stage.
2. Next, one moves on to the objective analysis and indicates which results are aimed to be achieved as a result of analyzing this problem or problems. The paths to these results are identified (e.g., Group A's unemployment rate decreased, Group A's competencies increased upon graduating from school, Group A is taking the following internship while in school).
3. Then, one defines the methods to be used to contribute to solving this problem by using strategy analysis. One sifts through the paths that were identified in the objective analysis. For example, changing the Turkish education system is difficult, but making agreements that will provide higher quality internships for vocational high school students is more feasible. Apart from this, other methods one may choose during the strategy analysis could be raising awareness for the problem in question, posting videos on social media, or preparing training modules. Alongside this, one will completely identify which issues (e.g., age group, profession) the analysis will be carried out in accordance with and which areas one will make improvements. Essentially, this stage is when the methods of the project are determined.

4. One will then conduct a stakeholder analysis to identify who the contributors will be and whom the project will affect. If one aims to bring the unemployed in a certain occupational group together with employers, the stakeholders may involve institutions such as professional organizations, business associations/foundations, or the Turkish Employment Agency (İŞKUR). These institutions may participate at different levels (e.g., informing them, consulting with them, collaborating with them, or performing joint activities with them).
5. As a result of all these endeavors, the general aims that express what the project serves are what emerge at the macro level and the specific aims (e.g., increasing manager awareness in Sector B for employing young people in the  $x$ - $y$  age group in Occupation Group A) is what emerges at the microscale.

### ***Planning***

The framework of the project was drawn up in the previous stage. The planning stage plans in more detail how to realize the identified aims with the identified stakeholders in line with the determined strategies. The planning stage answers the questions of who will do what, when it will be done, what it will be done with, how it will be done, and what will emerge in the end. The following activities are carried in order:

1. *Planning the outcomes, results, and impacts:* This activity defines the concrete and intangible phenomena that will remain once the project finishes. Understanding the differences among these three concepts in project terminology is important. The first of these are the concrete outputs that will emerge from the project (e.g., website, training center, curriculum, video recording, broadcast). The second is the project results (e.g., increasing participant awareness in Event X, training 100 people, finding jobs for 10 people per day, increasing Group A's professional competence). The third is the medium- and long-term impacts (e.g., decreasing the time Group A takes to find a job, increasing employers' awareness about Group C, increasing the quality of schools' education). These impacts also have indirect repercussions. This is called the multiplier effect (e.g., decreased unemployment in a region positively reflecting onto the tradesmen in that region).

Sustainability is another issue that needs to be taken into account within the framework of impact planning. Sustainability is a concept used to explain the aims of a project that should be maintained after project completion. Ensuring that the outcomes generated within the project can be used after the project is important in



this respect. For example, a website that emerges from the project and that houses the project's results will serve this purpose as this allows others to benefit from the project's results. In addition, making publications or establishing a center can also be given as examples of applications that achieve this aim.

2. *Determining the objective indicators of objective success:* The indicators of objective and measurable success are defined as the things during the project that show no deviation to have occurred in the project as well as the project to have achieved its goals. These definitions should also cover the criteria that measure the quality of the outcomes, results, and impacts specified in the previous item (e.g., having a minimum of 50 people participate in the training, having a video organically reach 10,000 views on social media, finding a job within 1 year).
3. *Defining verification sources:* Identifying the sources for checking whether the impact outputs and success indicators of the items above have been achieved (e.g., education participation form, YouTube data, graduate survey).
4. *Determining activities:* This step identifies the activities that will allow the project to achieve its goals and form the outcomes, results, and impacts (e.g., organizing workshops, forming the curriculum, creating educational content, preparing videos, promoting). This stage should group activities under job packets to facilitate management. In this way, distributing tasks among various people and associating activities with outcomes can be done more easily. For example, projects can be designed as a job packet of educational efforts (this can include curriculum prep and content creation and training activities, as well as sub-activities for realizing the activities), a separate job packet of promotional efforts, and another separate job packet of website prep. Two concepts are used to track the progress of activities within the planned framework. One of these is the submittals that activities convey to one another (e.g., the architectural project as a previous stage must be completed prior to the start of construction, and this activity must be conveyed to the responsible party; similarly, the training content must be prepared in order to begin training). Submittals are the outputs that form as a result of the project activities during the project and are required for the next activities to be successfully completed. The second concept are milestones. While submittals form as a result of activities, milestones are not required to be an output. For example, critical developments such as obtaining a license from the municipality or having the training content be approved by the project technical advisory board can be considered as milestones.

5. *Determining the budget and resources:* After determining the activities, the resources needed for these activities are identified. These resources can be classified as personnel, outside services, tools/equipment, materials, taxes/duties/charges, and general expenses (e.g., architectural services should be obtained for the activities of an architectural project, a workshop event should be held for forming the curriculum; for this, a hall should be rented, stationery should be obtained, three people from the project team should set aside 2 days, and a projector should be procured).

Human resources should be considered as the most important topic when identifying resources. Firstly, a project team should be formed that possesses the competencies the project activities require; attention should be paid to this team having sufficient experience and technical knowledge about the project's subject. People from fields such as project management, financial issues, and purchasing who have knowledge about the areas in projects (e.g., education, media) should also be included in the team, and who will work in which activities for how long should also be determined. In general, the measurement units for personnel and the time they set aside is defined as the man-month. A man-month is the amount of work 1 person does in 1 month (equivalent to approximately 200 hours). Spending 20 hours on a workshop means 1 person will spend 0.1 (20/200) man-months on this activity. If three people will do the work, the effort to be allocated for the workshop will be 0.3 man-months (0.1x3). If the average monthly per-person cost to the employer is 10,000 TL (gross wage + employer's share of social security premiums), then the personnel cost for this workshop is 3,000 TL (0.3X10,000).

While planning non-personnel project costs, attention should be paid to ensuring that a realistic budget is being determined. To do this, one must clearly define what will be needed, and an offer should be received in this way. Receiving bids from at least 2-3 different places experienced in procuring the relevant service is important. If the service is to be purchased, previous work should be examined in detail, and previous customers should be interviewed if need be.

Another item largely neglected in project costs is overhead. This item is especially relevant for expenses incurred within an institution. In this case, part of the administrative expenses (e.g., administrative costs of the relevant institution [NGO] outside the project, costs related to the building it's in, accounting costs) should be reflected in the project. This is usually accomplished by adding a certain percentage of the projected cost.

6. *Risk analysis and determining the hypotheses:* Measures are planned by analyzing the factors that may cause the project to deviate from the determined aims, budget, or duration. The conditions under which the project can succeed are defined (e.g., maintaining economic growth, the absence of crises, and such for a project solving unemployment issues). Risk analyses are conducted by observing the following steps:

*i. Identifying risks:* This stage identifies risks. Risks are situations where a deviation in the project's aims, duration, and/or budget happen when they occur. An economic crisis in an unemployment-related project, a target audience not being interested in a training, and employers failing to participate in activities can be given as examples of risks.

*ii. Measuring risk:* A measure can be developed by multiplying the probability for each risk's occurrence, as identified in the previous step, by its expected impact.

*iii. Risk-response development:* A number of measures are defined to avoid the most significant risks identified above.

*iv. Checking risk response:* This checks whether the developed measures reduce existing risk and create new risks.

## **General Principles of Project Writing**

Certain points need to be considered while writing a project. These issues can be grouped under three categories:

- In terms of style, the matters to consider during project writing are as follows:
  - Beautiful language should be used as well as consistent style,
  - The concept map should be clear, and concepts should be used with the same meaning in all places,
  - Shorter sentences and clear expressions should be preferred over longer sentences and indirect expressions,
  - Exaggeration and expressions that create a perception of emotional exploitation should be avoided,
  - The person to whom the project will be read should be well known and empathized with,
  - Past reports published by the counterparty should be examined; projects they have supported in the past should be read alongside their announcements.

- The issues regarding the information written in a project are as follows:
  - One should try to quantify as much as possible and provide concrete facts,
  - One should provide information where necessary and avoid redundant, unnecessary, and repetitive information,
  - The consistency of the information provided in various parts of the project should be checked.
- The following points are important for explaining the feasibility of a project and its having been well-planned:
  - Emphasis should be placed on previous experience and the team and institutions' competences regarding the project,
  - One should explain that similar projects both within and outside of the institution were able to be successful,
  - The project team should demonstrate the presence of preliminary research and preliminary studies,
  - One should feel that the program's documents have been carefully read in projects that will be applied to a support program,
  - The presence of rational and detailed planning should be demonstrated,
  - One should demonstrate with detailed justifications the clarity, consistency, and frugality of the budget,
  - Tools should be present for objectively measuring the success to be achieved as a result of the project as well as the progress of the project throughout its implementation.

## Summary and Evaluation

This chapter has expressed what exactly should be understood from the concept of project, and that not every activity can be called a project. It has especially emphasized projects to be unique work done to achieve certain goals within a specific time and budget. From this point of view, social projects, which can also be called volunteer projects, can be concluded to be projects with budget and time constraints that ultimately aim to achieve certain social goals. Instead of repetitive activities in the field of social studies, society these days supports more innovative works. In addition, social projects have begun becoming more complex, so the need for more careful planning of social work in accordance with budget and time constraints has also arisen. Again, institutions that fund social activities want to make sure that such activities are carefully planned and that their support will achieve the desired goals after a certain period of time. For such reasons, the project approach in the social field is seen to have gained importance in recent years.

This chapter has also shown how to manage and prepare projects. Project management is seen to involve the administrative activities carried out to achieve desired goals within a desired budget and timeframe. What should be paid attention and what basic approaches are used in project management has been discussed in this regard. Among these approaches, the logical framework approach is preferred more for social projects. How to arrive at the budget a project will require has also been discussed, as well as sources obtainable from commercial income, the motivations for individual donations, and the methods used to collect donations. Mass donation opportunities have become widespread in recent years and have been mentioned as being quite suitable for project logic. The issue of obtaining budgets from institutions as well as individuals has also been addressed, with answers sought to questions such as how these institutions sponsor or fund projects. Some examples were shown regarding which institutions fund volunteering activities. Finally, this chapter has attempted to implement how to project writing occurs and whether applying for funding or planning one's own projects are better with the help of the logical framework approach and some examples. This chapter has shown that an idea must first turn into certain objectives, and then the activities and sub-activities that will achieve these objectives must be defined. It has also shown that the resources (tools) needed for these activities will emerge in this way, and as a result, both the necessary project team, tools, and the budget can be determined. While performing these activities using these resources, the chapter discusses how one should constantly monitor the budget and time deviations and monitor risks; one also needs to define concrete, measurable performance criteria (success criteria) throughout the project in order to understand whether targets are being achieved or not. Now the reader has an idea of how one can put ideas about volunteering into practice.

## Basic Reading Recommendations

- Karataş Z. (2017). Sosyal Hizmette Uygulama Alanları. İstanbul Üniversitesi Açık ve Uzaktan Eğitim Fakültesi (available online)
- Kazan, H. Proje Yönetimi Ders Notu, İstanbul Üniversitesi Açık ve Uzaktan Eğitim Fakültesi (available online)
- Yentürk, N., Aksakoğlu Y. ve Akyüz, A. (2016), AB ve Kalkınma Ajanslarına Yönelik Proje Hazırlama ve Bütçeleme Teknikleri, İstanbul Bilgi Üniversitesi Yayınları, İstanbul. (available online)

## Advanced-Level Reading Recommendations

- Kernzer, H. (2015), Proje Yönetimi 2.0, (Levent Göktem, Tran.), Optimist Yayınları, İstanbul.
- Project Management Institute. (2017). Proje Yönetimi Bilgi Birikimi Kılavuzu (PMBOK Kılavuzu), (PMI Türkiye, Tran.), 6th ed..

## Activity Recommendations

Watch the following films to understand how a social idea is put into practice and the challenges faced in the process.

- Padman*, 2018, Director: R. Balakrishnan
- Salmon Fishing in the Yemen*, 2011, Director: Lasse Hallström
- Devrim Arabaları* [The Vehicles of Reform], 2008, Director: Tolga Örnek

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- Kernzer, H. (2015). *Proje yönetimi 2.0*, (Çev. Levent Göktem) İstanbul: Optimist Yayınları.
- Project Management Institute Türkiye (2017). *Proje yönetimi bilgi birikimi kılavuzu (PMBOK Kılavuzu)*, (Çev. PMI Türkiye), 6.Baskı.
- Oxford Dictionary of English, Erişim Tarihi: 2021.
- Peltekoğlu F.B. (2007). *Halkla ilişkiler nedir?* İstanbul: Beta Yayınları.
- Yentürk, N., Aksakoğlu Y. ve Akyüz, A. (2016). *AB ve Kalkınma Ajanslarına yönelik proje hazırlama ve bütçeleme teknikleri*. İstanbul: İstanbul Bilgi Üniversitesi Yayınları.