



A NEW ERA OF  
CONSCIENTIOUS ENGAGEMENT  
How Small Nonprofits Can Engage the  
Millennial Generation to Support their Work

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Times beckon a new era of conscientious philanthropy, rooted in love for community and expectations of social change. Let this generation, both young and old, embody a social transformation with bold recognition of our power and responsibility to give back.

Vailaida Fullwood

## Introduction

Gathering of Water Ministries<sup>1</sup> (GWM), a small organization based in the United States is responsible for raising and caring for orphaned children in Uganda. For almost 20 years, GWM has faithfully provided education and medical services to the villagers of Namutamba, Uganda. In this time, the ministry has grown from simply paying school fees for a few boys and girls to housing over 30 children and young adults at one time. With the founder and director of GWM aging, the organization is in transition. Not only are they changing leadership, they are also in the process of redefining their strategies to meet their goals. I conducted my fieldwork with this organization to better understand their current practices and strategies. I learned the primary challenge they are facing is attracting new donors to support their work.

There are many small organizations, like GWM, throughout the world that are working to serve the disenfranchised in their communities. They often have a heart to see their communities rise above the pitfalls and set-backs that hold them in a place of poverty. Unfortunately, these organizations often get overlooked by donors for funding and support. These organizations do not have the resources, human and/or financial, needed to stay viable as active players in the world of development. As cultures shift and social change occurs, organizations need to remain on the cutting edge of development. While they may operate

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<sup>1</sup> Names have been changed

with the belief that their current practices and strategies will be effective in the future, the reality is cultural and social changes require a new way of development and gaining support for their work. If organizations do not adapt to these changes, they risk, at best, remaining small with minimal impact, and at worst, closing their doors forever. It is not only important but necessary for organizations to be forward-thinking as they determine their development strategies. For organizations to remain effective, impactful, and sustainable they need to build a community of supporters among the Millennial generation, adopt development practices that reflect Millennial values, and proactively capitalize on the tools of social media to engage Millennials with their message. By incorporating this strategy, small organizations can anticipate the future, plan for change and avoid the danger of being left behind.

Throughout this paper I use GWM as a case example of what they are doing well and how they can adopt strategies to encourage Millennial support. I will first discuss GWM and their current fundraising practices and show the gaps in their current strategy. Then, I will discuss Millennials and their values and show how an organization can adapt to these values to become attractive to Millennials. Finally, I will discuss using social media as integral tool in development practices and strategies. In Appendix A, I have included an in-depth evaluation and proposal for GWM.

#### Gathering of Water Ministries

As previously mentioned, GWM operates a Children's Center and Medical Center in Namutamba, Uganda. Their mission is to reach those that are lost and do not know Jesus as their Savior; to care for orphans, widows and destitute children (GWM US Board). They accomplish this through child sponsorship, elderly care, and medical treatment. They operate a

small farm of approximately ten-acres where they grow crops and raise pigs to sell for profit. In addition, they provide support to Ugandan pastors through a 15-month Bible School Program. Currently, they are building a school on their property to serve the children at the Children's Center as well as children in the local area.

GWM has three main strategies to raise support for their activities, the largest of which is child sponsorship. Child sponsorship pays for the child's education including uniforms and supplies, school lunch, and medical needs. At the time of my fieldwork, GWM had 120 children in the sponsorship program. In addition to child sponsorship, GWM is funded through monthly donors, which includes individuals as well as churches and groups. The funding received from donors is used to pay all other expenses associated with the ministry such as Ugandan staff salaries, meals at the Children's Center for staff and children, and transportation. Some activities, such as the Bible School Program, are specifically funded by groups of people. Finally, GWM makes multiple requests for one-time donations throughout the year to specifically fund special projects, such as the school building project.

Traditionally, the founder of GWM, Evelyn<sup>2</sup>, would travel to different churches in Washington, asking for people to sponsor a child or donate to the organization. During my fieldwork, she revealed to me that this was not always effective as some churches would not allow her to share about the ministry or there was a little response from church members. In another instance, she spent three years building relationship with a church before they made a financial gift. It is important to note, though, that this church has since become a monthly donor and has made additional one-time gifts for special projects. In addition to traveling,

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<sup>2</sup> Name has been changed

Evelyn or a staff member, would post a photo of a child in need on Facebook and ask for a sponsor.

I have been actively involved with GWM for over the last four years through monthly donations and participating in fundraisers. One thing I noticed over this time is that many of the same people participate in each fundraiser or respond to Facebook requests. In 2015, I participated in three fundraisers specific for an upcoming mission trip. While each fundraiser was open and advertised to the public, the primary attendees were friends and family of the travelers or church members already associated with the ministry. There were very few new people showing interest in supporting GWM's work.

During my fieldwork, I asked Evelyn about her primary donor base and she told me that the majority of donors and sponsors are people she knows personally, either family, friends or acquaintances. When a need arises, such as new medical equipment, Evelyn asks previous donors if they would donate again. This approach does give donors the opportunity to participate in the ministry, though, my sense when speaking with her is that she is tired of asking the same people for money. The risk GWM faces is losing donor support when Evelyn passes away (she is currently 80 years old) as she is the one who has relationship with the donors. GWM needs a new strategy for reaching potential donors outside their current base – a strategy that will carry them into the future.

#### Who are Millennials

Millennials, born between 1980 and 2000 (Case 1), have a bad reputation in popular culture. Often, this generation is referred to as lazy, self-involved, and entitled. This reputation is perpetuated by social media posts that reflect behavior older generations find distasteful. In

article published by *New York Times*, a Millennial employee admitted to lying to his boss about why he wanted time off from work on Twitter (Widdicombe). Psychologist Brenda Bauer, Psy.D., notes that shows such as “Keeping Up with the Kardashians” and the use of selfie-sticks has caused older generations to ridicule Millennials. She contends a lack of generativity<sup>3</sup> has contributed poor Millennial reputation (Bauer). Stories like this perpetuate the negative stereotypes of Millennials, which creates tension between this generation and older generations, especially in an organizational setting. The rise of this generation has provided organizations with many challenges to overcome.

However, Millennials have also brought fresh ideas and new life to organizations. This generation is *complex* and *diverse*. They are, in fact, the most ethnically and racially diverse generation, making them tolerant of religious and social differences (King 1). They are global citizens. Through social media and the internet, they literally have access to world at their fingertips. This gives the Millennial generation an insight and understanding into the role they play in the global world. They understand that a piece of trash they throw away in the United States, can impact a child in India.

They are “*digital natives*.” Some describe older Millennials as having an “analog childhood and digital adulthood” (Stollen and Wolf). While younger Millennials have had a digital childhood. Either way, this generation has grown-up with technological advancements that have led to terms like “*Tweeting*”, “*texting*”, and “*Googling*” to be commonplace words. They have also created personalized networks through the Internet and social media (Pew Research Center), while older generations built social networks in-person.

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<sup>3</sup> Generativity is defined as a need to nurture and guide younger people and contribute to the next generation

Millennials are *solution-centered*. Their creativity and innovation allow them to come up with new answers to social issues. For example, Facebook was created by Millennials Mark Zuckerberg and Eduardo Saverin to connect students at Harvard University. This simple tool has transformed our way of life from local isolation to global interconnectedness for both young and old. This spirit of creativity and innovation allow Millennials to challenge the current system and bring positive change to the world around us.

They are not passive bystanders satisfied with the way things have been. They desire *meaningful work* that will have a local and global impact. King states that, “they are eager to give their life to something” (3). It is important for a Millennial to see how their contribution, created change. Lynch and Walls make the case for social entrepreneurship in their book *Mission, Inc.* by stating “[t]he same folks who are creating explosive demand for organic food, green buildings, alternative energy and hybrid automobiles want meaningful work” (89). Meaningful work gives Millennials a sense of ownership in solving problems. This sense of ownership encourages Millennials to engage with specific causes.

Millennials are also *self-organized*. They are great networkers that bring together other Millennials (Saratovsky & Feldman 10). This is an important point to understanding the Millennial generation. They have an intrinsic need to be a part of something meaningful and have a social network of like-minded individuals. They look for opportunities to share information and insight they have learned with their peers especially about social causes and strategies (King 7). It is also important to learn from their peers.

Because Millennials are open and transparent, they greatly value authenticity. They insist upon accountability. They not only hold each other accountable, they will also hold



organizations and institutions accountable (Rovner 9). They are not satisfied to just donate money to an organization or cause. Bornstein and Davis argue philanthropists who have made their fortunes in their 30s and 40s [older Millennials] demonstrate “a desire not to simply write checks but to get directly involved in the construction of solutions” (110-1). They not only need to see how the money was spent and the impact it had, but also contribute to process of solving the problem.

Yet, the Millennial generation also faces many economic hardships such as higher levels of student loan debt, poverty and unemployment. Compared to their parents at the same age, they tend to have lower levels of wealth and personal income (Pew Research Center) which does not afford them the ability to donate to organizations and causes they care about. Despite these conditions, they are optimistic about their economic future.

Finally, Millennials live in a bit of a paradox. They believe in altruism and are optimistic about the future. At the same time, they have low social trust, meaning they do not trust others outside their network. They also tend to be unattached to organized politics and religion (Pew Research Center). This could be due to various injustices committed by governments and organizations. Many Millennials do identify as spiritual but not religious (King 6).

Of course, whether and how organizations will have adequate support in the future will be determined by the influence of this generation. Derrick Feldmann, author and founder of Achieve, exhorts nonprofits to “see every individual, regardless of age, skill set, network and resources, as a potential asset to your cause.” He goes on to argue it is foolish, even dangerous, to wait until Millennials are older to start paying attention to them (Feldmann). While older generations have more financial resources to support nonprofits presently, building and

cultivating relationship with Millennials is just as integral to survival. As pointed out earlier, they are eager to be involved and give their lives to something. Enabling Millennials to get involved gives them a chance to contribute to organizational success now and in the future. This does not mean to ignore the older generations and begin focusing solely on Millennials. In fact, nonprofits need to continue to maintain and cultivate relationship with their current, older donor market. A study by Edge Research contends nonprofits should maximize income from Boomers and Matures while beginning to build an expandable welcome mat for Generations X & Y (Rovner 9). By building a platform for Millennials, organizations can position themselves to receive future engagement and support.

Edge Research also found that nearly half of those who give financial support engage with causes in other ways than financial (Rovner 5). This means there are nearly 50% of financial givers are also willing to give time, energy, knowledge and other resources to nonprofits. Nonprofits would do well to capitalize on this. In the *Polish Journal of Management Studies*, Fraczkiewicz-Wronka suggest using information and communication technologies (smartphones and apps) to find new ways to collaborate with multiple generations on solving social problems. One way they suggest is “e-volunteering” also known as online or virtual volunteering. Through e-volunteering “non-profits increase capacity by giving them a low-maintenance way to get free work done from a huge pool of talented professionals, as well as helps companies engage their employees to make an impact” (Fraczkiewicz-Wronka 35). Engaging in e-volunteering also allows individuals to give back to their community in a tangible way, thus making their work and skills meaningful.

It is all well and good to understand the Millennial generation and want to engage with them. But without building *connections*, that knowledge is useless. As noted, Millennials thrive on belonging to something meaningful. According to author and culture analyst, Patricia Martin when you create content, whether digital media or traditional media, it needs to have something meaningful to say. Millennials respond to emotional content that gives an authentic and real experience. By allowing meaningful participation, nonprofits create a sense of empowerment that can yield great influence in a Millennial's network.

Martin suggests seven key ways to be "sticky" on the internet; getting users to stay on and return to websites:

- Surprise and delight – Millennials like to discover new things, be spontaneous
- Create a feedback loop – Millennials like meaningful interactions that create dialogue
- Invite people to share – Millennials like to team-up and collaborate on a project or idea
- Justify the purchase – Millennials are price conscious and like to see value-related benefits
- Embrace the remix culture – Millennials like experimentation and fusing genres, technologies and art forms together
- Emphasize humanity – Millennials embrace organizations and ideas that represent grander ideals. They prefer a spokesperson with whom they can relate or admire

- Stay sticky with reusable content – Millennials want to repost and retweet content. As Martin notes “they need fodder for the Facebook pages and tweets.”

Nonprofits can use these tips to help develop a framework for Millennial engagement. As Martin notes, “participation fulfills the deeper emotional needs of Millennials to be seen and heard, to create something meaningful and to make one’s mark” (10). By connecting with this generation, nonprofits gain a community of innovative and multicultural advocates to continue their work.

#### Building Community and Engagement

To properly connect with the Millennial generation, nonprofits need to build a sense of community among them. In its simplest form, community is a group of people. This group can live in the same place or have a shared characteristic. Community can also be defined by shared interests, values or beliefs, thus creating a fellowship or sense of community. Globalization and the internet has enabled people and groups to build community despite their location.

Globalization, “the processes by which more people across large distances become connected in more and different ways” (Lechner 2), has made it possible for people to be connected to others all across the world. We are becoming less and less citizens of one nation, while more and more citizens of the world. Nonprofits would do well to determine their own communities and welcome Millennials to engage within their communities.

Just as building community is necessary to ensure future support; relationship is key to building community. Author and speaker, Simone Joyaux ACFRE has determined there are four key relationships organizations need to develop to move into the next millennium: relationship with itself, with the community, with its constituents and with its volunteers (23). Each of these

relationships is a key component of organizations properly positioning themselves to receive future support. Relationship with itself creates a holistic infrastructure, relationship with the community provides understanding of their marketplace position. While relationship with its constituents develops and strengthens relationships with donors and supporters so that they become loyal. Finally, relationship with volunteers provides meaningful work for the volunteers (Joyaux 23). For GWM, it took three years to build relationship with a new community before they financially supported GWM. Though, the time commitment was discouraging to Evelyn, it was actually necessary to put them in a position to receive support. This church needed a foundation of relationship that could be built upon. Relationships take time and effort to cultivate and nonprofits need to see this as a vital component of their support strategies.

As nonprofits embrace and build community with Millennials, they need to redefine what it means to be an engaged supporter. Historically, nonprofit organizations have measured engagement through financial contributions and in-person appearances. If a donor went to a fundraising event and made a contribution, the organization considered that donor to be engaged. In fact, often the larger the donation, the more engaged the donor (Saratovsky & Feldmann). They gave little attention to whether or not the donor was informed about the organization or shared information about the organization within their network.

However, the rules of engagement have changed. Due to the internet and digital era, there are multiple ways for individuals to engage with an organization. Daniel Weinzveg, Organizational Development Consultant has found there are six key areas organizations want to engage their stakeholders:

- Advocates: people who will advocate, spread the word and help market your efforts
- Attendees: people who will show up to support your events
- Donors: people who will contribute to your cause
- Loyalists: people who are committed to seeing your effort succeed
- Happy employees/customers: people who are excited to be part of your work
- Volunteers: people who spend their free time supporting your work

What is important to note about these areas of engagement is that they can be hard to measure and are not always reflected in annual reports. While financial contributions and number of attendees or volunteers can easily be measured, employee or customer happiness is much more subjective and difficult to measure. Furthermore, the onset of the digital era has created new paths for advocacy and activism. People who share content on social media are, in fact, engaged with an organization, but it is difficult to measure the impact of their engagement. This leads to ambiguity in determining an organization's performance or impact. Weinzeig recommends determining the type of engagement an organization wants from which type of people. As he notes, if an organization wants to engage Millennials as donors, they will find them to be lack-luster donors. However, if they want to engage them as advocates, they will excel. Clearly defining the type of engagement an organization desires, allows for greater ability to capture their performance.

Next, nonprofits need to recognize activism as an effective form of engagement. In the book, *Cause for Change: The Why and How of Nonprofit Millennial Engagement*, Saratovsky and Feldmann, discuss the importance of "slacktivists." These are individuals who take online action

for social change, such as liking a Facebook page, signing a petition or changing their social media profiles to support a cause or campaign. Many see this as being lazy or not caring, however, Dan Morrison, founder of Citizen Effect, sees this as a way for individuals to get involved on their own terms (Saratovsky & Feldmann 43). Saratovsky and Feldmann argue, organizations should work to build their online engagement community, as the online world is not going away any time soon. Furthermore, a 2010 study by Georgetown University's Center for Social Impact Communication and Ogilvy Worldwide, found that "slacktivists are *more* likely to take meaningful actions both off and online" (Saratovsky & Feldmann 43). This implies that when a Millennial is given the opportunity to engage on their own terms online, they will also engage in offline, in-person, activities. This is important for nonprofits who wish to have active participants at fundraisers and other events.

The digital and online era has not only given users access to information but also the ability to share information with their peers. Nonprofits need to pay close attention to this, especially since the Millennial generation greatly values the ability to be informed by their peers. We are now familiar with the aspect of messages going "viral", that is, content that has spread quickly across social media (Williamson 7). When a Millennial (or any person) sees information that evokes an emotional response, he or she shares it with other peers (Moreau). Generally, the more shares, the more likely the message will be viral. However, determining virality is relative (Moreau) and there is no magic formula for creating virality. Messages, images, and videos that are attractive to users have a greater chance of going viral. Although, a message does not need to go viral to be impactful. Messages that are liked, shared, retweeted or saved for later have made an impact on a user and are worthy of measurement.

Therefore, nonprofits need to transition to monitoring effective use of social media. As social media has grown, the tools for monitoring reach has also grown. Social media platforms provide analytics that help users, especially organizations and businesses, track their engagement. For example, Facebook has “Insights” and “Publishing Tools.” These tools allow organizations to track their pages activity and individual post activity. They also allow users to schedule posts ahead of time. In addition, Facebook has an app called “Pages Manager.” The app allows you to manage your organizations Facebook, Instagram and Twitter pages from your smartphone without having to log into the sites through a desktop computer. In addition, multiple social media platforms can be connected together, creating streamline simplicity for message posting. Organizations who utilize these tools are able to maximize their reach and engagement with their followers.

Peer-to-peer engagement is a specific form of engagement that allows users to network with members of their community. They belong to social groups, whether in-person or online, and they often feel a need to share their knowledge and insights with their network. Guidry, Waters and Saxton in their article, *Moving Social Marketing Beyond Personal Change to Social Change*, discuss the importance of organizations using social media, Twitter specifically, to provide updates that can be discussed, shared or retweeted. This type of engagement “transforms individuals from being active recipients of messages into a position of vocal advocacy” (241). Millennials when recognized and given the opportunity to share within their network, become vocal advocates for the organization. This type of transformation and impact, though difficult to measure, provides organizations with a way to reach more people.



Gathering of Water Ministries has two primary communities: the people they serve in Uganda and those who support the organization. At the time of my fieldwork, GWM was primarily funded through donations and sponsorship from the US. As I've noted, the donor base has become stagnate and GWM needs to re-build or re-shape it. They can achieve this by, first, defining what type of supporter they want, and then specifically market to that group. As they do this, they must maintain relationship with their current donors and supporters. The next step is to give Millennials an opportunity to learn and share about the organization. I outline a step-by-step strategy for GWM to build community with Millennials in Appendix A.

#### Going Beyond Engagement to Organizational Values

Organizations that are attractive to Millennials will help to engage and draw-in this generation. In recent years, we have seen a rise in businesses changing their practices to respond to the ever-changing pressures of society. This is commonly referred to as Corporate Social Responsibility (CSR). Some businesses have voluntarily made the decision to change their business practices, while others have changed because of societal pressure. When the general public learned that Nike was using child labor in sweatshops to produce its products, people banded together to protest. Their protest led to Nike changing how it conducts business and they have now become a leader in sustainable practices and CSR (Baker). According to an article published on *Forbes* website, "consumers increasingly judge companies on the basis of their values" (Lai). Businesses are responding to this by ensuring their values are visible to the general public through specific practices that benefit and meet the needs of their stakeholders.

The Fair-Trade movement is a prime example of how businesses can meet societies values while still making a profit. Buying fair-trade products ensures farmers receive a fair-wage

for their crops. Value-based consumers are more likely to buy fair-trade products, which gives the company more business and in-turn helps the farmer provide for his or her family. In this example, the values of the consumer, business, and farmer are shared. When there are shared values, everybody wins. Not only is there the fair-trade movement, there are movements for reducing waste through recycling and composting. We are searching for alternatives to pollution caused by carbon emission and fossil fuels, and how to make those alternatives accessible to the general market. These movements show that citizens are concerned with how they affect the world. It is no longer enough for an organization to use an attractive tagline, they must *show* their values through their words as well as their actions.

As businesses have adapted to the values and priorities of society and the Millennial generation, so should nonprofits. It is assumed nonprofits already care about people and/or planet; that is the primary reason they were formed. The issue is that nonprofits do not explicitly state their values publicly, so that others, specifically Millennials, can inspect and support their efforts. During my fieldwork, I learned GWM primarily uses solar power to run the Children's Center, Medical Center, and staff buildings. They do have a power generator that is only used during natural emergencies. Their reason for choosing solar power over non-renewable sources for energy was primarily due to cost and infrastructure. Electricity in Uganda can be expensive and unreliable and since GWM's property is outside of the city, it would be challenging to have consistent access to power. Solar power gave them the option for consistent electricity, which is necessary for the Medical Center, as well as provides light for the children to do their homework and, on occasion, watch a movie. Even though, this was a cost-effective decision, GWM is also caring for the earth and its resources. A simple way for GWM to

show how they care for the earth, is by stating in their organizational values that they are preserving environmental space for future generations through the use of solar power.

Another way to show organizational values is to create an oath or code to live by. The Lupton Center, an organization that trains others to reimagine charity in ways that will transform lives and restore communities (Lupton), created an Oath for its employees and helpers that outlines six key value statements of the organization, ending with “I will do no harm.” It is something their helpers strive to live by understanding they may fail at times. Shawn Duncan, Director of the Lupton Center, shared a simple yet practical example of how they accomplish this. Rather than feeding people, people have meals together. Feeding people implies giving food to animals, whereas, eating with people implies communing together over a meal. This simple shift in practice creates an environment of shalom in their community.

Author and Professor, Cynthia Moe-Lobeda expands on this idea through the concept of neighbor-love. Moe-Lobeda’s case for neighbor-love is rooted in Christian ethics. Accordingly, if Christians, are loved by God and were created with value then we are to love others and treat them with value. When we do not live according to love, we are “uncreating” what God has created or intended (Moe-Lobeda 56). With neighbor-love, justice does not simply heal wounds of injustice, it also seeks to undo the injustice itself (Moe-Lobeda 178). She writes in the context of the individual applying ethics of neighbor-love, however, we can expand this to larger systems such as organizations and societies. Organizations, too, need to focus on loving their neighbor (community) in a way that brings justice to those involved. GWM does routinely practice neighbor-love within their community, though it is not highlighted in their achievements or stated values.

Small organizations and nonprofits are positioned to address environmental and social concerns at the grassroots level. Baykara argues that grassroots organizations can engage deeply within communities providing sustainable solutions at a lower cost. Small organizations also give greater opportunity for participation and contribution from volunteers. As organizations focus on values and attributes that are attractive, they are strengthening their position in the development world, that in-turn will help them to gain future support from Millennials and the next generations.

While this paper does not focus on Generation Z (those born after 2000), it is important to note, that forward-thinking organizations will consider this generation in their long-term development strategies. We can speculate that the trends we see with the Millennial generation will continue and heighten with the younger generation. As we saw with the recent school shooting in Florida, students (many not yet able to vote) used their voice, through social media and in-person activities to engage in political issues that are important to them. The near future calls for strategies specific to Millennials, the distant future calls for strategies specific to Generation Z and beyond.

As we have learned, Millennials want to contribute to social change through active and meaningful work. One way, Millennials derive meaning in their work or volunteer work is through shared values. Nonprofits that express their values and highlight how they meet them, make it possible for others to join in their cause. When they do this Millennials can participate and share in the work of the organization.

## Social Media

One of the best ways to express values and build community is through sharing stories. Joyaux points out one of the reasons donors get frustrated with giving is because they do not know how their gift is spent or the impact it had. The reason donors do not know this is because organizations do not share stories well (16). In modern life, Millennials share stories, whether their own or others, through social media. It has become customary to check Facebook or Instagram multiple times a day to stay “in-the-know” with friends, family, colleagues and organizations/groups. This need to be constantly “in-the-know” has led to slang terms, such as FOMO (fear of missing out). As noted, the Millennial generation is accustomed to the online world. They can shop, research, connect with others, play games, watch movies and more without having to leave their house. In the 1990’s and early 2000’s organizations established websites and the use of email as primary forms of communication. Now, social media is one of the primary forms of communication between individuals and organizations. With a generation constantly searching for updates so they can be “in-the-know”, organizations need to have active and up-to-date social media pages.

Social media, as we understand it today, is a relatively new form of media and interaction. Over the last 15+ years, social media has changed rapidly. Older generations have had a harder time adjusting to these changes, since digital technology is drastically different than what they grew up with. Millennial users, on the other hand, have adjusted to the changes from advancements with relative ease, primarily because they are digital natives. Social media sites like Myspace have come and gone, while others like Facebook, have led the way for innovation. Through social media, people, of all generations, have made connections and

relationships across the world that would not otherwise be made. This relatively new online world has changed the way individuals, corporations and organizations respond to each other. In an interview with Emily McKelvey, Marketing Coordinator at Rainier Health, she commented that she will contact an organization through their social media page before sending an email or making a phone call. It seems menial, especially since email and telephone are still popular forms of communication, but this transition to contacting organizations through social media is important. Organizations not only need to have social media pages, but also make it possible to communicate through their social media pages.

Social media has also driven social change and social justice. Individuals and groups are able to start movements that cause corporations, or public policy, to change. Through sharing information and signing petitions, individuals now have the ability to put pressure on the system causing it to change (hopefully for the better). David Pellow writes “social movements have extraordinary power and change the policies and practices of some the world’s largest corporations and powerful governments” (14). Movements like “Stop Kony” in 2012, brought global awareness to the atrocities committed by Joseph Kony in Uganda. People from all over the world signed petitions and donated to the cause of bringing Kony to justice for his war crimes. Movements like “#MeToo”, to support sexual assault survivors and end sexual violence, have given men and women courage to voice injustice they have suffered and bring awareness to the issue. The power of the internet, and more specifically social media, is something that nonprofits need to better leverage. The largest and most diverse generation in history is online waiting to engage in causes that matter and make a difference in their world.

In the past, nonprofits have preferred websites over Facebook because they have greater control over content (Waters and Feneley). Websites provide flexibility with design, style and content that reflects an organization and is easy to manage. In the early days of Facebook, the lack of ability to create unique content on an organizations page was a deterrent. While Facebook still does not allow for unique designs, organizations have adapted by posting pictures and other content that are unique to an organization. Photo sharing sites, like Instagram, continue to give organizations the opportunity to brand themselves through pictures. Followers, especially Millennials, are looking for unique content that is authentic to the person or organization.

Nonprofits can use their social media pages to communicate their values and tell their story of impact. Joyaux recommends using donor-centered communication or communication that meets a donor's interest. She explains that donors are not interested in what an organization is selling, they are interested in what they are buying (11). Social media is a way for organizations to focus on stories that show how donors contributions have made an impact. Social media also gives a voice to those who, otherwise, would not have a voice (as with the "#MeToo" movement). As Millennials learn about an organization through social media, they become vocal advocates for organizations and can help spread the message to their own network. Thus, increasing the reach of an organizations impact.

As nonprofits develop their online community they need to consider the various types of messaging and when/how to use them. I will focus on three primary types of messaging, though there are many.

### *Informational Messaging*

This type of messaging is about sharing information. This can be general information about an organization; who they are and what they do. It involves sharing stories about their impact or work. It can also be news updates that can be easily shared, liked or retweeted. This type of messaging helps to create an identity for an organization and gives users insight into who they are. This is key for Millennials because they value authenticity and openness. The more an organization can share about themselves, the more engaged the Millennial follower.

### *Call-to-Action Messaging*

Call-to-action messaging asks users to respond to a request. These requests can be direct or indirect and are the most common type of post nonprofits make (Lovejoy and Saxton). In an interview with Emily McKelvey, she recommends focusing on more the “soft” asks and occasionally making a “hard” ask. For example, in McKelvey’s work, she may post “a new exercise class is starting next week, sign-ups still open.” This is a soft ask; she is giving information about the class, but also saying individuals can sign-up. This less overt ask gives followers the ability to make their own decision without being told what to do. An example of a hard ask is a post that says “sign-up today” for the new class starting next week. This directly tells the follower to sign-up for this class.

Call-to-action messages can also be information about events or fundraisers. An organization that is sponsoring a 5k run/walk to raise funds for a new school, will post the event on their social media, ideally with a mix of soft and hard asks. This type of post can be easily liked, shared or retweeted and saved.



### *Conversational Messaging*

This can also be called community building messaging. The point of this type of messaging is to engage in online conversation regarding a topic or cause. An organization can encourage this type of messaging by posting a question that users answer in the comments. They could also use a blog post to raise awareness on a specific issue and invite followers to offer solutions. On Facebook, I follow a person (JD Scott) who posts “Monday’s Hot Topic” each week. The topics vary greatly, sometimes they are more serious about a recent social injustice, and sometimes laxer about a favorite activity and why. Followers respond in the comments to JD and each other, JD comments as he’s able. Through Monday’s Hot Topic, JD has created a community that has shared interests and friendship. JD has some standard rules regarding being respectful of each other, but overall, followers are able to post their view without fear of repercussion. The reason this is so powerful, is because, when JD travels with organization such as World Vision, he has a fan base that is already engaged. He can post call-to-action messages and expect a high response. This not only benefits JD but also World Vision. Nonprofits can create community through two-way communication, which makes them more effective when there is a call-to-action. Frank Washburn, Washburn Consulting also recommends building community through social media. He suggests organizations personally follow-up with followers who like, comment or share a post, that invites them to join the conversation.

Studies have shown this to be the most effective use of social media, but nonprofits are not utilizing it to its full potential (Guidry, Waters and Saxton). In one study, they found few small organizations had long-term vision for using social media, possibly due to not realizing the full capabilities of it (Campbell, Lambright and Wells). Another factor may be the time and

energy required to manage this type of messaging. It requires a dedicated person or persons to monitor, respond to and engage with posts in a timely manner. Often, small nonprofits do not have the resources available for this degree of devotion. Regardless of the reason, nonprofits need to build this type of messaging into their social media plan.

To be effective, nonprofits need to use all three types of messaging. Heavily relying on call-to-action messages, as we see with nonprofits currently, creates turn-off with their followers, especially Millennials. Turn-off happens when a user scrolls past the post without reading or engaging with it. While organizations can solicit donations from social media, users are interested in stories of impact and information sharing. By focusing on informational and conversational messages with an occasional call-to-action message, nonprofits can increase follower engagement. As we saw above with JD's Monday's Hot Topic posts, when there is a community of followers, call-to-action messages are much more effective.

Not only do nonprofits need to pay attention to the type of message, they also need to pay attention to when and where messages are posted. As mentioned previously, social media sites have created analytical tools for tracking reach and user engagement. With these tools, organizations are able to track each post – when it was posted, how many people were reached, as well as trends for individual posts and the page as whole. This is key information for organizations because over time they can determine the ideal window of opportunity to reach their audience, as well as, the best type of post to use for their specific audience. It takes time and commitment to track this information, but it is well worth the effort since it creates efficiency in posting.

Another tool available is publishing tools that allow you to schedule posts ahead of time. This is helpful because the most active times for social media are morning before work and evening after work, as well as the lunch hour. McKelvey confirmed she schedules posts ahead of time, during her work day, so that they post when followers are more likely to see them. Most social media managers do not want to work during these hours, so scheduling posts ahead of time, allows them to work standard business hours and still post at times with maximum reach.

Social media is a versatile tool that allows nonprofits to engage and build community with their followers, specifically Millennials. Sharing stories of impact, providing updates and information about the organization and creating conversation through messaging gives organizations the opportunity to be transparent and gives followers access to the organization. When a follower has access and can contribute to an organization, they become a vocal advocate that helps propel the organization into the future.

## Conclusion

Strategically building community and relationship with the Millennial generation is vital to future organizational success. This generation, though they lack financial resources, is eager to offer their talents, skills, and energy to the right organization. Millennials are a complex and diverse generation that seeks opportunity to network and build with other like-minded individuals. They feel empowered when they can share knowledge with and learn from their peers. They are innovative and creative and bring fresh ideas to social problems. This provides an opportune environment for nonprofits to capitalize on.

As nonprofits build community, they must clearly identify their own communities and the type of engagement they desire from each stakeholder. After identifying their communities, they need to commit to building relationships within the community. This is a long-term commitment that may not produce immediate results but will be fruitful in the long-run. By doing this they position themselves to garner the support they want and need. In addition, organizations need to recognize activism and sharing of organizational information as effective forms of engagement. Millennials, who are “slacktivist” or “vocal advocates” for an organization, help spread the word about their cause or work. When organizations provide a platform for Millennial engagement they can be sure to obtain future support from Millennials and the next generations.

As society has become more concerned with the values of organizations, nonprofits need to incorporate societal values into their organizational practices. We have seen businesses successfully do this through Corporate Social Responsibility. Nonprofits, though they focus on caring for society, need to highlight their achievements and explicitly state this in their organizational values. One way they can practice this is by creating a code or oath for its workers to live by that communicates the organizational values. Explicitly stating these values, allows others, specifically Millennials, to inspect and support their efforts.

The internet, and more specifically social media, is a powerful tool nonprofits can better leverage to build community with the Millennial generation. By posting a mix of conversational, informational, and call-to-action messages on social media platforms, nonprofits can share stories of impact that communicate the how they meet their stated values. As we saw with JD Scott, conversational messages that give followers an opportunity to engage with each other

and the organization establish a community that will then support call-to-action messages.

Again, this provides a way for Millennials to spread the word regarding causes and issues they care about. They can be directly involved in influencing and changing the world.

Nonprofits, like GWM, that fully utilize the tools and resources available to them can position themselves for future success. Cultures and societies are continually shifting, nonprofits that wish to continue their important work, not only need to respond to these changes, but anticipate and prepare for future changes. Small organizations that adapt to these changes, can be sure to be active and viable players in the world of development.

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## Appendix A: Gathering of Water Ministries Evaluation & Proposal

Gathering of Water Ministries<sup>4</sup> (GWM) is a small nonprofit based in the United States was founded in 1995, by a couple who was deeply impacted by the desolation they witnessed in Uganda. Upon returning to the US, they formed GWM to help care for widows, orphans, and destitute children in Uganda. Originally, GWM partnered with a local Ugandan ministry that was already caring for orphans. In 2003, GWM became a stand-alone ministry that has cared for orphans and widows in the Mityana District of Uganda. Since 2003, they have bought property and built a Children's Center, Medical Center and administrative buildings that currently serve over 30 children. They have also purchased farm land to grow crops and raise animals to generate income for the ministry. In 2016, they began preparing another section of land to build a primary school to educate the children at the Children's Center as well as children in the local village.

As the ministry has grown in Uganda, there is a need to grow the support structure in the United States. The majority of funding is provided by US donors and sponsors who have a personal relationship with the founder, Evelyn<sup>5</sup>. Evelyn is aging and it is time for the ministry to transition to the next leader. Part of this transition process includes finding new sources of donors and supporters. In my research, I have found the Millennial generation can offer nonprofits creative solutions to the challenges they face. While they may lack financial resources, they bring skills and other assets that, if utilized, can ensure future support and success of the organization. In this document, I have outlined a proposal for GWM to engage

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<sup>4</sup> Name has been changed

<sup>5</sup> Name has been changed

with the Millennial generation. This proposal, while it does not provide immediate financial solutions, it does provide a way for GWM to expand the reach of their ministry through networking with Millennials. Expanding their network, will help to bring in potential new donors and supporters. In this document, I have provided a brief outline of their current activities, goals, and challenges, along with proposed solutions.

### **Mission**

The mission of GWM is to reach those that are lost and do not know Jesus as their Savior and to care for orphans, widows and destitute children.

### **Activities**

#### *Children's Center*

Two dormitories (boys and girls) that house 34 children, ages 3-teenage. Children remain at the Center through grade P6. P7 and higher grades board at the schools they attend. Children who are healthy and school-age attend school down the road. Children who are not school-age or healthy enough for school, remain at the Center during the day.

The Center is run by two matrons, Anna and Vicky. They are responsible for ensuring the well-being of the children. The matrons serve the children breakfast before school and dinner in the evening. The children are responsible to help with laundry, cleaning and other chores.

#### *Sponsorship*

Each child at the Children's Center has a US sponsor for \$40/month, this includes a \$3 administrative fee. The sponsorship pays school fees, uniforms, school supplies, lunches and medical care. After graduating secondary school, sponsors have the option to continue their sponsorship to help cover university costs. As of June 2017, 120 children were sponsored. Some

children (I did not get an exact number) that are sponsored have not been part of the Children's Center. Typically, these are children in desperate need of specific care, such as treatment for malnutrition.

GWM also cares for a few elderly persons (again, I did not get an exact number). The elderly sponsorship pays for food, housing and medical care for them.

### *Medical Center*

The medical center provides general medical care for the children and villagers. The lab is able to conduct common tests and can treat malaria, typhoid and other common ailments. They see approximately 5 people per day, sometimes more depending on the needs. Most of the patients are adults, some newcomers, and some repeat.

Some challenges they face: remote location of clinic, lack of lab machines (blood count, ultra sound), some drugs like bone supplement and nerves are too expensive. Patients needing these services are referred to the hospital in Mityana.

### *Kamira Farm*

Kamira Farm is approximately 10-acres of land located away from the main property. The original plan was to have greenhouse, pigs and chickens. Currently, land is used to grow maize for pig feed, matooki, pumpkin, coffee, tomatoes and sugar cane. The crops are intermixed to help protect them from natural elements and provide nutrients. Once harvested, the crops are sold for profit. The land was prepped with a pond and water pump to move water to a large holding tank. The smaller water tank is intended to mix with fertilizer before watering crops. At the time of my visit, the smaller tank was the wrong size and did not fit properly in its space.

The goal of the piggery is to have 20 pigs to sell for profit. They are not used for food because some of the children are Muslim and it is against their religion to eat pork. Pigs can be sold when they are 1-year old. There are two sites for the pigs: Kamira Farm and GWM main property. At the time of visit, the second batch of pigs had been bred, but there was a genetic problem with the mother and she ate the piglets. It was Evelyn's understanding all pigs from this batch were sold, however, when we arrived there were still 5 pigs remaining. These pigs were at GWM's main property. Kamira Farm had another batch of piglets that were doing well and under 1-year old.

GWM would like to have chickens that would provide protein for the children at the Center and, if possible, excess chickens sold for profit. The goal is to eventually have layers. As of August 2017, they had two batches of chickens but neither proved to be profitable. The first batch were young chicks, that bunched together during the night. Staff at Kamira did not know to unbind the chickens in the morning, thus leading to losing half of the batch. The second batch had a similar experience though they did not lose as many. Russell<sup>6</sup>, who oversees the farm, told me there needs to be at least 100 chickens for it to be profitable. He also said it was not advantageous to pick-up the chickens and take them to the Children's Center because of the distance and the cost of fuel.

The primary challenge is that there is no designated money to build the farm – the only money available is whatever is left over. The money generated from selling crops or pigs goes into the general ministry fund, some comes back to the farm.

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<sup>6</sup> "Russell" – Executive Assistant at GWM. Name has been changed.

### *Bible School/Pastoral Care*

This is a 15-month formal training program through International School of Ministry for remote pastors in Uganda. There is a 5-day training session, every 3 months held at the Children's Center. (The children are on break visiting their families during the training sessions.) The program is sponsored by New Life Men's group and pay the program cost for each pastor. Pastors are responsible for transportation to/from Center. Graduation ceremonies are held in January. As of January 2016, the third class of 22 students graduated.

### *Churches*

GWM provides spiritual oversight for three churches. The churches are self-sufficient.

### *Scholarships*

GWM provides two scholarships for continuing education. The first is the GWM Children's Director to receive a degree in social work. The second is for Rita who is receiving a degree in psychiatry to pay for books and supplies. GWM would like to continue to provide scholarships for future students.

### *ART (HIV/AIDS Program)*

This program transports HIV/AIDS patients to specific places and times to receive medical treatment. It also provides lunch for participants, as they are there for multiple hours without food. Currently, the program serves the Mityana District villages. Once GWM obtains a CD4 blood machine they can potentially become a center for treatment.

### **Ongoing Projects**

Currently, GWM is building K-7 school on adjacent property to their current main property. As of August 2017, the land has been cleared, the road built and locations of latrines

determined. The next steps will be to complete the latrine buildings and begin construction of the kitchen, dining hall, admin building. After those are complete the classrooms will be constructed. There is not a projected end date or expected budget to complete the project.

Seed Faith also hopes to build a greenhouse at Kamira Farm. The greenhouse would grow tomatoes and other crops year-round for commercial sale. It is assumed to cost about \$25,000 USD to build.

### **Goals (as of June 2017)**

#### Children's Center

1. Completion of the K-7 School on their property. They began clearing the land for construction in 2016. Initially, they wanted to school to be completed by January 2018. They are not on schedule and Evelyn could not provide me with an updated timeline. She told me that they will complete each step as they receive donations.
  - a. Build or create space at the Children's Center to board community children that attend the school. They plan to have 5 "free" beds for children from destitute families. The Center staff will determine which children receive these beds.
  - b. Provide space for soccer field or play equipment for the children
  - c. Expand to include the equivalent of high school education
  - d. Expand to include a skills training center for community members

#### Medical Center

1. Purchase CD4 blood machine. This machine will help to provide medical care for HIV/AIDS patients.

2. Create a separate room for cadavers. It is customary for persons who have passed away to be in a separate area until the time of burial, generally within a few days of passing.
3. Become a center for ART. This is a HIV/AIDS program in the Mityana district that provides medical care for HIV/AIDS patients. GWM needs CD4 machine to become a center for this program.

#### Kamira Farm

1. Improve piggery and chicken production.
2. Improve farming equipment or practices.
3. Become self-sustaining and provide food/income to feed children

#### Pastoral Care

1. Expand Bible School to provide training for additional pastors

#### General

1. Generate income in country to rely less on US donations.
2. Add additional board members with knowledge specific expertise
3. Improve Ugandan record keeping by having an administrative manager. Create a system for accurate monthly reporting.

#### Challenges

One of the primary challenges GWM face currently, is raising enough financial support to meet the day-to-day needs let alone fulfilling their goals. GWM has three main streams of income: sponsorship, monthly donations and one-time donations for special projects. To gain additional sponsors or donors, Evelyn, would travel to different churches asking for people to sponsor a child or donate to the organization. During my fieldwork, she revealed to me that this



was not always effective as some churches would not allow her to share about the ministry or there was a little response from church members. In addition to traveling, Evelyn or a staff member, would post a photo of a child in need on Facebook and ask for a sponsor.

The current donor base is primarily people Evelyn knows personally, either family, friends, or acquaintances. Whenever there is a new need, Evelyn asks previous donors if they would like to donate again. Many of the donors attend Evelyn's church, where a weekly collection is taken for the ministry. GWM would like to expand their donor base.

Another challenge GWM faces is specific knowledge regarding key areas of organizational growth and development such as fundraising strategies and website/media strategies.

A third challenge GWM faces is Ugandan government regulations. The government, though fairly stable, does change regulatory requirements often. The challenge GWM has, is staying on-top of the changes, especially since they are not always made public. In addition to this, paperwork is sometimes "lost" and/or the needed for approval are not available.

### **Proposed Solutions**

To help GWM overcome the first two challenges I recommend building their donor base with the Millennial generation. The third challenge, though frustrating, is one that cannot be solved until the Ugandan government improves. My only suggestion here is continuing to be diligent in record keeping and meeting government requirements.

For GWM to gain support from Millennials, they first need to recognize this group as vocal advocates. Millennials may not be able to provide additional financial support, but they can raise awareness about the organization, expanding GWM's reach. To accomplish this, I

recommend a strategic social media plan that invites others to be part of the conversation. Before GWM can implement this strategy, they need to have clearly defined values that dictate their words and actions. These value statements should be posted on their website and social media pages. They also need to have a dedicated person who can maintain and update their social media pages. For this, they could employ an “e-volunteer”, who is willing to donate 4-5 hours a week, maintaining their social media presence. The ideal person would be a Millennial, who is already connected with the organization in some way. This will give the “e-volunteer” basic insight about appropriate messages that reflect GWM.

GWM currently has a Facebook and Instagram account, since these are the most popular platforms right now, they can continue using these. It would also be helpful to link these accounts to streamline the process. I have divided the strategy into daily, weekly, monthly and yearly activities to create an easy to follow schedule. In Appendix 1, I provide a specific fundraising campaign that could be used to raise support for the school or farm project.

#### *Daily Social Media Activities*

1. Post a picture or short video highlighting GWM activities at a consistent time each day.

This could be about a child or elderly person that received help, update on the school project, kids playing on the play equipment, introducing a staff member, etc. It could also be a special verse or meme that speaks to the heart of GWM.

- a. If it is possible, post different images multiple times a day.
- b. Most of these posts should not be call-to-action (asking for donation). They should be informational that can be easily shared.

- c. These posts could also be a conversational message, such as “guess what this is?” Be sure to respond with the correct answer later in the day or the next day and congratulate anyone who guesses correctly.
  - d. If it is a holiday, post specifically about that, even obscure holiday’s like National Cereal Day (March 7).
2. Respond to comments or questions, especially direct messages, within 3-4 hours of receiving the notification (or as soon as possible).

### *Weekly Social Media Activities*

1. Create a weekly conversational message on Facebook. Post at a consistent time each week. This could be a light-hearted question about follower’s favorite weekend activity or a deeper question about how to solve poverty in their community. The key here is to create online dialogue through responding to each follower’s post (or as many as reasonable), possibly asking a follow-up question or answering a question they asked.
2. Write a weekly blog and share the new blog post on Facebook/Instagram. I would recommend using a specific blog site, such as Blogger, to do this. One thing to note, people tend to be annoyed by really long Facebook posts, it is better to write longer messages in a blog and then share the link with a brief introduction on other social media.
  - a. Keep the blog interesting. This could be a story from Evelyn, or longer story about the children cared for. It could also be information about Uganda or general information about poverty. Use pictures where appropriate and possible.

- b. Video-blogging (vlogging) is another option. It does require more specific technology skills to edit videos before posting, however, Millennials like to watch short videos about a given topic that they can easily share with their peers. This would be a great option for an “e-volunteer.” There are people who are practicing and honing their vlogging skills and may be willing to donate some time to build their own portfolio.
3. Post 1 or 2 call-to-action (asking for donation) messages each week. Vary the days and times to help create interest.
4. Direct message 3-5 followers each week, thanking them for their support and asking if they have any questions to be answered. Keep track of the list people contacted to avoid duplication.
5. Use the analytic tools to track engagement and follower activity in a spreadsheet. While each platform does show charts and graphs of engagement over time, you will want an offline version to analyze and determine future strategies. Make adjustments to posts, as needed, to maximize reach.

#### *Monthly Social Media Activities*

1. Create a monthly theme for posts. It could be a holiday or birthday theme or specific to an activity (children’s center or farm).
2. When special needs arise (i.e. unforeseen sickness in one of the children), be sure to post stating a one-time donation needed. Post these as the needs arise.
3. Make sure the website is up-to-date with any news updates about ongoing projects or other activities. Also, update with new theme, if necessary.

*Yearly Activities*

1. Create a social media campaign to raise support for a specific project that runs two or three times a year.
2. Hold information sessions and/or fundraisers one or two times a year. These could be in-person sessions or online. Using services, such as Google Hangouts, allow multiple users to log-in and video/text chat. Hold a contest to determine who can be on the video call, other users can watch and text comments.
3. Update website with major accomplishments made throughout the year. Bring attention to specific ways GWM met their goals or remained true to their values. For example, stating GWM preserved environmental space through the use of solar power. Also, celebrate these achievements on social media as they happen.

Most of all be creative and have fun. Millennials want to feel like they know GWM personally. Giving access to daily life, through social media, creates a sense of friendship and comradery. The key with all of this is building relationship, which takes time and effort. In the long-run, this community will become GWM's future supporters.

## Appendix 1: Sample Social Media Campaign

One way, GWM could implement this is through sharing a series of impact stories for 30 days. These stories could be pictures or videos of the children helped, farm project, school project and other activities GWM engages in. Below, I outline a sample strategic plan to raise funds for GWMs school project. A key aspect to this plan will be for board members to personally engage followers in a timely manner. For each person who likes, comments or shares on a post, initial contact would be made to see if they would be interested in speaking more about GWM and their work. If so, a board member will call them personally to share details. They would also find out about the person's level of engagement with the organization. On this call, the board member would ask if they would like to make a one-time donation or become a monthly donor if they are not already. While the financial ask is made, the most important aspect of this phone call is to build relationship between the person and the organization. Having a board member make the phone call gives a sense of accountability, openness and connectedness, which is important to donors.

## 30-Day Media Campaign

	<u>Post</u>	<u>Action Items</u>
Day 1	Introduce School Project, announce contest to name one of the buildings	create hashtag to include in all posts, track responses
Day 2	Monica Story - soft ask	track response names, send to board members for further contact
Day 3	no post	track response names, board calls responders
Day 4	Abudu Story	track response names, send to board members for further contact
Day 5	Update on progress (funds raised, construction process)	track response names, board calls responders
Day 6	Contest reminder	track response names, send to board members for further contact
Day 7	Conversational Message - Blog post	track response names, board calls responders
Day 8	Nicholas Story	track response names, send to board members for further contact
Day 9	Update on progress (funds raised, construction process)	track response names, board calls responders
Day 10	Hard ask for donations/sponsors	track response names, send to board members for further contact
Day 11	Story of Children's Center	track response names, board calls responders
Day 12	Contest reminder	track response names, send to board members for further contact
Day 13	Update on progress (funds raised, construction process)	track response names, board calls responders
Day 14	Conversational Message - Blog post	track response names, send to board members for further contact
Day 15	Henry Story	track response names, board calls responders
Day 16	Update on progress (funds raised, construction process)	track response names, send to board members for further contact
Day 17	Faridiah Story	track response names, board calls responders
Day 18	Vision for School project	track response names, send to board members for further contact
Day 19	Contest reminder	track response names, board calls responders
Day 20	Update on progress (funds raised, construction process)	track response names, send to board members for further contact
Day 21	Conversational Message - Blog post	track response names, board calls responders
Day 22	Hard ask for donations/sponsors	track response names, send to board members for further contact
Day 23	no post	track response names, board calls responders
Day 24	Update on progress (funds raised, construction process)	track response names, send to board members for further contact
Day 25	Contest reminder	track response names, board calls responders
Day 26	Michael Story	track response names, send to board members for further contact
Day 27	Jimmy Story	track response names, board calls responders
Day 28	Update on progress (funds raised, construction process)	track response names, send to board members for further contact
Day 29	Conversational Message - Blog post	track response names, board calls responders
Day 30	Update, last day to donate, enter contest	track response names, send to board members for further contact
Day 37	Final Update, Contest Winner	board calls responders, congratulates winner