



YOU GOT THIS!

Project Development Step by Step
Starter Kit 1.

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INTRODUCTION

You Got This! is a several month project development and support programme originally conceived by AfroPolitan Berlin since 2019 and further expanded as well as sharpened in collaboration with Kulturhaus Brotfabrik in 2022. These Starter Kits were developed during the project labs that were implemented through the You Got This project. These labs were held in Berlin and Vienna with the assistance of five coaches: Tessa Hart, Joana Adesuwa Reiterer, Ceri Samvillian, Jemima Miseur and Itimad Lasfar. In previous years, Jacqueline Mayen and Pablo Wachter have also been influential in the development of this format.

In two Starter Kits we are now making the compiled wisdom, knowledge, methods and exercises available to be used, spread and adapted wide and far. The Starter Kits are meant to be useful tools in the planning and implementation of projects by people who might not have a lot of experience with setting up their own projects, but who have ideas they want to develop.

These Starter Kits have been created exclusively by and specifically for Black, Indigenous and People of Colour (BI*PoC), those with migration histories, backgrounds or experiences, those racialised or migrantified by the majority society in Europe. They serve as a self-evident centering of our perspectives with the purpose of creating and offering safe, specific and relevant approaches in project development processes for ourselves and our realities.

The projects that have been supported during the creation of these Starter Kits include, for instance: a new community library focused on works by BI*PoC authors, a venture to learn about Ballroom culture for LGBTQ+ youth in a safer space, the foundation of a queer BI*PoC theatre collective, and the production of a podcast series by and for BI*PoC and people with migration experiences.

Before you delve into the Starter Kit, we want to share some general tips on how to use the Starter Kits and how to approach your project development.

The Starter Kits have chapters focusing on different aspects of project development, work, and implementation. These chapters do represent a sort of order in which you should tackle matters, but this order is not set in stone! You can skip chapters that are not relevant to you, or you skip them for the time being and come back to them later.

It's also noteworthy to say that project development is not a linear process but a circular one. Don't be afraid of going back to matters you have already thought about and planned. Your project is a living thing that can change with time, consideration, and circumstance.

Be open to change! Your project idea might change and develop into something you might not have expected in the beginning – be open to the process. Tweaking and changing your idea is part of the process and not a step back!

1. PERSONAL ATTUNEMENT

You have your idea, that's great! Before developing your idea into a full-fledged project, it's important to attune yourself to the project and find out why you want to develop and implement this idea.

In attuning yourself at the beginning of the process, you will become more aware of the factors that drive and motivate you. This is a step of introspection. In short, you will have to ask yourself questions and answer them truthfully. The exercises in this section will help you throughout the process. Many of them are creative exercises – don't be afraid of engaging with them!

1.1 WHY DO I WANT TO DO THIS PROJECT?

To start the process of introspection, focus on yourself and what is important to you. There is great advantage in knowing your personal values because they will help you set value-based goals. Being aware of your main motivations and what drives you can not only be a source of motivation but also function like a compass for you whenever you are confronted with a decision concerning your project.



You can also work on the following questions in order to reflect on your personal goals during this project:

- ◇ Why do you want to start your project now?
- ◇ Why do you think the project is necessary?
- ◇ What do you hope to achieve with this project?
- ◇ What do you personally intend to gain from your project?

Make sure you write your answers down, so you can come back to them whenever you need to remind yourself of why you are doing this!

1.2 YOUR IDEAL OUTCOME

The next step in this process is to do an inventory of your dreams and wishes in relation to your project. What do you wish for? What would be the ideal course of your project? Is there a desire you want to fulfil with the project?

To work on this topic, we propose two **exercises**. You can use the worksheet "Idea Map Canva" to write down your desires and wishes for your project. It might be helpful to think, what would I be doing if there were no obstacles in front of my project? Being aware of your dreams will help you define what you are passionate about and in turn will be a source of motivation during the development and implementation of your project.

Another exercise is visualisation **exercise** where you visualise the ideal course and outcome of your project.

Get a piece of paper, a pen, and a phone with a timer. Write down the following on top of the piece of paper and set the timer to 10 minutes:

"My project is..."

Start writing and don't stop for the whole duration of the 10 minutes. Even if you think that you are finished writing, still think and write until the alarm goes off.

This exercise is meant to get you to dream and imagine a best-case scenario for your project. You can hold on to your writing and read it again after you have implemented your project.



1.3 YOUR SKILLS, KNOWLEDGE, AND STRENGTHS

To continue the process of looking inwards, you should now take stock of your skills and strengths. Knowing your skills and strengths will be important in the upcoming process when you will have to map your resources for your project. Skills are not only degrees and certificates that you may hold, but also the “soft” skills that you have developed throughout your life. This is not a time to be humble. All our experiences add knowledge to our lives. Even difficult ones may have shown us the strength we hold in us. You can cherish yourself and your skills without necessarily cherishing the difficult experience itself.

To collect your skills and strengths, ask your family, friends, colleagues, and other people that you have a professional relationship with.

Write down your collection on the “My skills and strengths” worksheet in the appendix.

This exercise concludes the journey of introspection. In the next chapter, we will dive into developing your idea and focusing more outwards towards what you can offer to your audience/target group/clients etc.



- ⇒ Worksheet “Idea Map Canva”
- ⇒ Worksheet “My skills and strengths”
- ⇒ For more information on resilience and coping skills see Starter Kit 2, chapter 5

2. DEVELOPING YOUR IDEA

In the first chapter, you took time for introspection and thought about the reasons why you want to implement your idea. In this chapter, we will start the process of developing the idea into a project. We will look at aims, values, target groups, resources, and milestones. We will also present a few exercises and worksheets that will help you with the steps in this stage.

2.1 VISUALISING THE BEST CASE

In the previous section, you were already invited to express your project idea as detailed as possible. Now you can do a similar **exercise** and visualise the best-case scenario for your project.

Think about what exactly you want to do, which steps you need to take to achieve the best outcome for your project. Imagine what the implementation of your project looks like. This will help you see the different steps the implementation will require. The breaking down into steps is important due to technical reasons, you will get an idea of what you need and what is important.

Do this visualisation exercise for ten minutes and write it down. Repeat the exercise as often as possible during the planning stages of your project. You might think of something important to take into account or take care of each time you visualise your project.

2.2 FORMULATE YOUR PROJECT IDEA

After you have thought about your project idea at length, it's now time to formulate your idea concisely. Describe what you want to do in writing as if you are telling an acquaintance about it. Consider not only what you want to do, but also why you want to do it, who you want to do it for, where, and when you want to implement your project. Also, describe why you are capable of doing the project and which benefit your project can have for people.

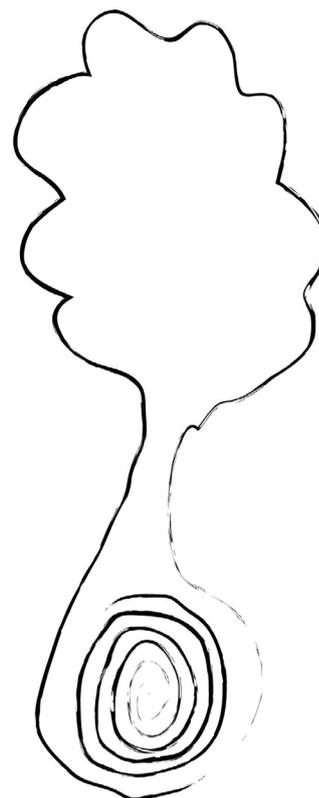
This step will prepare you for specifying your target group and help you with your pitch and ultimately in the search for funding.

- ◇ What?
- ◇ For whom?
- ◇ Where?
- ◇ When?
- ◇ Benefits?
- ◇ Why me?

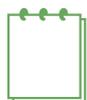
2.3 THE VALUE OF YOUR PROJECT

The question “what value does your project have?” will be something that will come up at many stages of your project development. It's a question that you will probably have to answer when applying for funding and a question you will have to deal with when wanting to reach your target group.

To discover the value that your project can have for others, think about what you want to do and whether someone else is already doing something similar. You will have to do research at this stage. You can obviously start your research on the internet, but also go further than that and speak with people! Talk with people who might be knowledgeable about the field in which you are working, e.g. potential collaborators and people who might have done something similar to you.



To discover the value that your project bears, also think about what you will offer to your target group and other people involved with your project. People who are not part of your target group can still benefit from your project, e.g. collaborators and financiers. What you have to offer can be a tangible skill, knowledge or even experience. However, it can also be something that fills a social need, e.g. creating a safer space for a specific group that you target or the inclusion of target groups that have not been reached by similar projects.



Write down your answers to the following questions:

- ◇ What has been or is currently being done?
- ◇ What makes your project unique and how is your project different from what's already being done?
- ◇ Who will benefit from your project?
- ◇ How would they benefit from your project?
- ◇ How is your project embedded into the specific field of work it's part of?
- ◇ How is your project embedded into general social life?

After you have answered the questions, write a concise paragraph about the value your project will create for your target group, the field of work, and to social life in general. When you have defined these, you can derive different "impacts" your project will have on different levels. Knowing the potential impact of your project will be necessary, as questions concerning impact are common in applications for funding.

2.4 YOUR TARGET GROUP

In the formulation of your idea, you have defined a target group that you want to reach with your project. This is a time to get to know this target group better. What do you know about their needs and wants? How do you know about them? Have you talked with people you consider part of your target group?



In order to come as close to their needs and wants as possible, do research that involves getting in touch with people from your target group. This will make you already consider important questions:

- ◇ How do I reach my target group?
- ◇ Where do I find them?
- ◇ How do I communicate with them?

When you think you have defined your target group, diversify your idea of them by considering age, gender, race/ethnicity, socioeconomic status and other social categories that influence the lives and experiences of people. These things might have an influence on the needs members of your desired target group express. In order to gather as much input, try to reach a diverse group of people within the group.

Getting in touch with your target group might make you realise that you need to change something about your project or about your approach. See the value in this input and incorporate it into your project idea. Don't be afraid to go back a few steps and rethink earlier decisions you have made concerning your project.

2.5 PROJECT GOALS

One of the most important steps between the development and design of your project and the operative implementation is the setting of goals for your project. Goals should make your project and its intentions tangible and provide a sense of focus for you when you break your project down into smaller, operative steps.

When setting goals follow the **SMART** logic and set goals that are

Specific: Specific goals take the different "W"s of a project into account: What? When? Where? Who? Why? Formulate goals that consider the answers to these questions.

Measurable: Measurable goals are important for you to be able to check up on your goal attainment. How will you know that you have achieved your goal? Set yourself indicators by which you will know that you are making progress and indicators that will tell you that you have attained your goal.

Achievable: Set yourself achievable goals that are possible within the timeframe you set yourself and that are attainable with the resources you have. You can dream big and challenge yourself but be conscious not to set yourself up for failure.

Realistic: Similarly, your goals need to be realistic. They need not only to be attainable with your resources but they need to be realistic for you in terms of your level of commitment to your project.

Timely: Set a specific date by which you want to attain each goal. This time frame itself should be realistic and attainable.

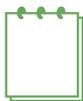
As an exercise, set at least 3 goals for your project that you want to attain following the SMART model.

2.6 RESOURCE MAPPING

The development and implementation of a project requires many resources. One thing many people will probably think of is money. Money is of course a resource, but so are skills, helping hands, equipment etc.

When you are developing your project, you will be aware of many things that you lack in order to develop and implement your project. However, you will also have resources on your own that are valuable for your project.

In order to get a picture of what you need, what you have, and what you need to acquire, you should map your resources. This process functions as an inventory that can be very handy when you realise that you require monetary resources. You can use the **worksheet** “Resource mapping” for this process.



1. List every resource that you might need during all stages of your project. Try to be as specific as possible. For example, if you plan to establish a reading circle for LGBTQI+ youth in your neighbourhood, you will not only need a space to meet but probably also some kind of advertisement in order to get people to join. These advertisements need to be designed and distributed – digitally and/or in print. The resources you would need are design skills, design software, printers, a digital platform, contacts in the neighbourhood etc.
2. As a next step, list all the resources that you already bring into the project, your skills, equipment, contacts etc.
3. Now think of people, organisations or companies who might provide resources for you and see which of your required resources you can get from them and how you can get it from them.

2.7 WORK PACKAGES AND WORK BREAKDOWN STRUCTURE

Imagine the project development process as a path on which you are. When you have defined goals for your project, you now know where you want to go. You also know where you currently stand. A work breakdown structure is a project management tool that can help you visualise your project tasks and function as a monitoring tool for your progress. It is especially helpful to have this structure if you are starting out a long-term project with a group that will take more than a year.

1. Repeat the visualisation exercise from the beginning of this chapter and focus this time on specific steps that you need to take in order to get to your goal. Write down these steps in as much detail as possible.
2. Group the steps together into task clusters that make sense, e.g. tasks like “make budget plan” and “fill funding applications” can be grouped in the cluster “acquisition of funds”.
3. Look at all the task clusters you have collected and think about whether the clusters also make sense as work packages. Work packages become especially important when you are working within a group and tasks are being divided between group members.
4. You can also define person(s) responsible for each work package.
5. Within each work package think about the order in which each individual task needs to be tackled. For example, it makes sense to make your budget plan before you start writing applications for funding.

To visualise work packages and individual tasks you can use the **worksheet** “work breakdown structure” in the appendix. Put the name of the work package in the bubble at the top of each column and fill the bubbles underneath with each task within the work package.

When you have your work packages, have a look again whether they cover all things you need to do to attain the goals you have set for your project. Then, for each work package de-

fine a deadline by which it needs to be completed. Consider external deadlines and the sequential importance of completion of one work package before another.

As another monitoring tool for your project, you can create a roadmap that includes **milestones**. Milestones are important and defining events in your project. Your project start and end are always milestones. Other examples for milestones are the sending off of funding applications, going live of a podcast or the first workshop held with the target group.

Visualise your milestones with a list that contains the intended deadline and a column for the actual date of completion. Have this list on display in your workspace so you stay conscious of upcoming milestones.

If your project is short lived and/or you are working alone, you can also create a roadmap that combines the work breakdown structure tool with milestones. For your short-lived project, also

1. Start out by looking at your project goals and write down important milestones that you need to achieve in order to attain your goals.
2. With your milestones set, write down the steps that you need to take to reach each milestone.
3. This way your milestones correspond to work packages.
4. As with the work breakdown structure tool, set deadlines for your milestones.

You can use the **worksheet** “Roadmap” in the appendix.

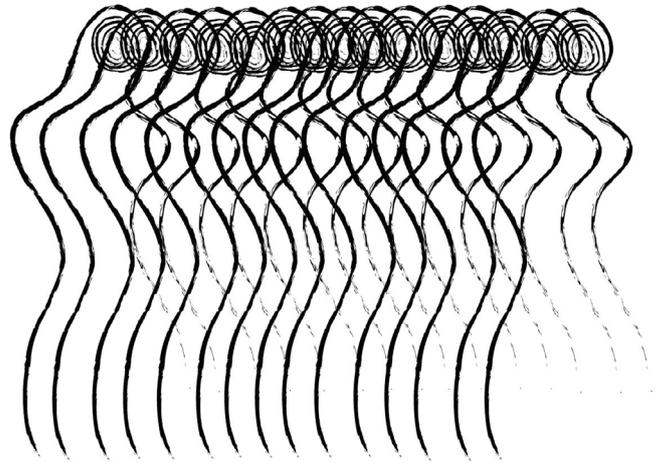


- ⇒ Worksheet “Resource mapping”
- ⇒ Worksheet “Work breakdown structure”
- ⇒ Worksheet “Roadmap”

3. TEAM FORMATION

A team is a group of usually two to eight people who work together on a task or project, pursuing common goals and having clearly structured activities and responsibilities. This may sound logical and simple at first, but efficient teamwork is not self-evident, so in this chapter we will address the topic of finding a team on different levels. Namely, both the actual finding of further team members as well as the finding process of the team itself in terms of how this team will function and work together. Because team development is always an ongoing, never completed process.

(NB: If you already have a team, you can jump straight to 3.2, if you are not interested in the team topic for the time being, you can go straight to the next chapter).



3.1 RECRUITING: WHAT IF I DON'T HAVE A TEAM YET BUT WOULD LIKE ONE?

First of all, here are a few questions that you can ask yourself in order to consider whether and how you can find more people to join the project:



- ◇ Is it necessary for the continuation of the project that more people join in at this point?
- ◇ Do I already know people who would like to contribute to the project?
- ◇ Do I only want to share the workload, or am I really open to more ideas and input? (More people in the project means more opinions).
- ◇ Can I offer paid work or am I initially looking for voluntary co-initiators?
- ◇ Am I really looking for people who will actively participate, or do I perhaps only need an exchange of ideas at the moment? (In this case, it might be worthwhile to start with a consultation or discussion about your project in your own network).

If you come to the conclusion that finding a team is not a necessary topic for your project, that's perfectly fine. However, if it turns out that it would be a good and important step for you right now, here are a few pointers on how to go about recruiting:

- ◇ Reach out to specific people in your network, either those you see as possible team members or even those who might be able to refer to some.
- ◇ Put out a call-out inviting potential team members to get to know you and your project.
- ◇ Organise open meetings to tell potential supporters more about the project.
- ◇ Research who might already be working on a similar idea and evaluate whether a collaboration might be worthwhile.
- ◇ Just get started, announce your project. It's not uncommon for people who think your idea is great to approach you on their own initiative.

3.2 ALIGN GOALS, VISIONS & EXPECTATIONS OF ALL TEAM MEMBERS

Now, just because you have (by now) come together as a team and have broadly the same goal, does not mean that you all have the same view of where to go from here, what exact outcomes you want, and what paths will lead there. By all means, work out clear and shared objectives and keep referring back to them; also be prepared for them to change and evolve, especially in teamwork. Here, goal setting does not mean having a rough target, but should cover all aspects of the project and the cooperation, and in the best case also be a code of action and appreciation. For example, consider the following questions:



- ◇ What is the overall goal and intention of the project?
- ◇ What do we want to achieve, for the beneficiaries, but also for ourselves?
- ◇ What do we expect from the process and the project?
- ◇ What do we expect from each other?
- ◇ What values and fundamental assumptions do we and our project represent?

For example, even in projects that are anti-racist, not all team members necessarily bring the same intersectional experiences and knowledge of different areas of discrimination to the table. In any case, every project should aim to be anti-discriminatory as well critical of power and privilege dynamics, but saying this and doing this are very different realities. Therefore, it needs to be discussed what knowledge the team has about these topics, as well as what the goals are, how the cooperation can also be critical of discrimination (e.g. how to deal with and understand racism, (hetero-/cis-) sexism, ableism, queer hostility and forms of discrimination). Define what constitutes safe cooperation and working processes in this team as well as how you can and want to implement and ensure this.

3.3 DEFINE WORKING MODELS: ROLES, WORKING STYLES, DECISION-MAKING PROCESSES

You will all have different ways of working, different preferences, different skills, different time availability (especially if you are just starting a new project on a voluntary basis).

3.3.1 DIVISION OF ROLES AND TASKS

Work out what tasks are involved and what implementation and responsibilities lie where and with whom. Tasks can also be assigned to several people, who can then sub-coordinate with each other on a smaller scale. Also, be prepared to adjust the distribution of tasks - especially in the case of new projects. Many things only emerge during the process. For example, consider the following aspects:

- ◇ **Weigh up preferences and competences:** Who is good at what, but also who wants to do what? Don't push people to take on tasks they don't want to do, just because they might have relevant experience and skills. In your own project you should also be able to decide individually and for yourselves.
- ◇ **Plan and define time management & working styles overall and individually:** Not everyone has to contribute the same amount of time, but make clear agreements to prevent conflicts later on. Agree on how often and when you will meet as a team and what should be discussed and completed by then or what will be done together in that time; however, give room for individual time planning beyond that. Define how you want to work as a team, but also give space for individual team members to bring in and implement their own ways of working.
- ◇ **Share and delegate tasks:** It is not uncommon for situations to arise where some team members take on more of the project management, and this often makes sense. However, you should make sure that these persons are not overburdened (e.g. when ever others do not complete their tasks, the responsibility to complete it always falls back onto the same person) and at the same time that the person in control does not micromanage everything. This needs all-round reflection, honesty and communication (more on team communication to follow).

3.3.2 DEFINE DECISION-MAKING PROCESSES

Also take the space to really plan decision-making processes so that everyone in the team knows in advance which decisions they will or will not be involved in and no team members feel powerless or left out later on. Consider the following aspects:



- ◇ In principle, which decisions do we all want to make together? (In larger teams, these may not be any decisions at all).
- ◇ Who makes the basic decisions (All?, The original founders?, The people who contribute the most work? Certain defined team members, e.g. based on certain expertise? etc.).
- ◇ What areas of decision-making processes do we have and what criteria do we use to divide them?

So, for example, the decision on which legal form you choose to formally register your project should perhaps be shared by all, but what exactly the wording will be in the next social media post may not need to be checked upon by every single team member. Again, be prepared to change and develop this when you gain more experience in the future.

3.4 COMMUNICATION CULTURE/TEAM CULTURE

Much of what has been mentioned so far presupposes one thing: an efficient communication culture, or "team culture". In other words, the way you communicate and behave towards each other in the team. An efficient team culture rarely happens by itself, so here are a few additional pointers to help you build a good communication culture:

- ◇ **Appreciation & Empowerment:** The creation of an appreciation code has already been mentioned above, but also live appreciation. Do not (like so many before you) fall into the mode of only negotiating the mistakes and conflicts, but recognise, appreciate and celebrate the achievements, the small steps, the successes of yourselves and each other.
- ◇ **Collegial learning & knowledge exchange:** In addition to the everyday exchange, you can also plan specific moments / sessions to learn from and with each other in order to expand and build competences in the team and for the whole team to formally benefit from the experiences and competences of

individuals.

- ◇ **Conflict management:** What happens when a conflict does arise? This question is usually only asked after the conflict has arisen and frustration, disappointment and anger are already present. So why not simply define in advance what action plans should be taken in case of conflict. Consider in advance how you will deal with it if the collaboration as a whole or among individuals does not go as expected. Even if this is not feasible in every case, it gives the people concerned a place to turn to and it gives the team as a whole a frame of reference instead of dragging conflicts along or ignoring them. It also perhaps makes sense to define in advance what a conflict is and also clearly distinguishes it from, for instance, bullying and discrimination.
- ◇ **Team building:** This is mostly about getting to know each other, outside the work context. However, it is worth weighing up whether it is appropriate and useful, as some people find it more of a burden, while others find it helpful. But why not simply ask your team (perhaps anonymously) whether it would be a helpful tool for you. Also consider how low-threshold and barrier-free an activity is for everyone.

This is not all-inclusive. All projects, all people, all teams are unique. In addition, your project may be very small or you may have limited time. In this case, it is also perfectly okay to set (common) priorities and to first see which individual points of what has been presented here are helpful, relevant and feasible for you.

- ⇒ Worksheet "Team finding"
- ⇒ More on the topic of tasks and time planning, see also Starter Kit 1, Chapter 3.
- ⇒ More on networking to support your search for a team, see Starter Kit 2, Chapter 1.



4. PITCHING

You will often find yourself pitching your project to others, e.g. for potential collaborations, support or funding. Here it is worth thinking in advance about how you can communicate your project or idea well, i.e. how you pitch it.

4.1 WHAT IS A PITCH?

A pitch is a very short, concise presentation of your project idea. A pitch also aims to get people excited and curious about the idea, to convince them of it, but at the same time to stick to a realistic and tangible concept of it. The term originally comes from the advertising industry, but has since gained use far beyond that. The approach behind it is:

"Any idea is only as good as it is sold".

Pitching also means "throwing". You throw your idea / ball to others with the (hopefully convincing) invitation to catch it and join in / play along. Pitching is an intentional act: you intend to achieve something through pitching, which means that you can plan your pitch and prepare for it.

4.2 WHY PITCH AT ALL?

Having your pitch prepared and ready at all times is helpful because you never know who you might meet spontaneously or when you might have a chance to get people excited about your project idea. If you do get the chance to share your idea - whether planned or unplanned - it is important to communicate the core, the goal and the uniqueness of your idea as quickly as possible to the people to whom you present it. This often determines whether you will get the opportunity to tell them more about your project later (or sometimes immediately). Your pitch is, so to speak, your invitation to come in.

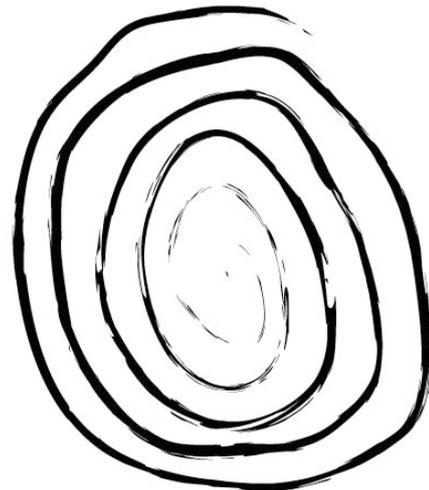
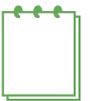
If they are convinced and come in, you can show them the whole house (or your current building site and the building plans).

4.3 SO, HOW DOES „PITCHING“ WORK?

You may have heard of the term "elevator pitch". The idea is that your pitch should fit the length of an elevator ride, in case you happen to end up in the same lift car for 60 seconds with the right person to whom you should definitely pitch your project. While this exact scenario is rather cinematic, the idea behind it remains relevant. It's about making the most of your moment.

Questions you can ask yourself when preparing your pitch:

- ◇ What exactly is your project?
- ◇ What problem does it solve?
- ◇ What approaches and solutions does your idea offer?
- ◇ What is the unique selling point?
- ◇ What is the appeal to the person(s) you are pitching to?
- ◇ What is the call to action to the person you are addressing your pitch to?



Sometimes you have the opportunity to spend more time on your pitch. For example, if your elevator pitch was successful and the person is interested, there might be a longer conversation. That is why it is helpful to prepare different lengths of your pitch. So think about how you pitch your idea in 30 seconds, 60 seconds but also in three minutes.

It's worth practising pitching. For example, tape yourself pitching and see how it comes across and how long it is. If possible, find honest and constructive people in your network to try out your pitch on, to get helpful feedback. However, it is also worth practising pitching in Safer Spaces, because quite honestly, in very homogenous, potentially discriminatory environments, ideas that deal with so-called marginalised perspectives in particular tend to be quickly dismissed as irrelevant, simply because there is a lack of understanding of them. This can be hard to experience and it can also be difficult to weigh up when it truly reflects on your pitch or idea and when it's just not the right environment for it.

Ultimately, pitching is a human interaction. Not every person will think your project is great and will want to support it, and that's absolutely okay. Pitching is also about presenting yourself authentically and connecting with those who are the right match for your project.



- ⇒ Worksheet "Idea Pitch Canva"
- ⇒ For more on building resilience, see also Part 2, Chapter 5.
- ⇒ More on authenticity, see also Part 2, Chapter 2.

5. FUNDING

The topic of money is often ever-present when you are starting up a new project – especially when you are a grassroots movement or doing community organising. In chapter 2 we have dealt with resource mapping to see what it is that you require to implement your idea and what you actually have. Many resources you will need may not be monetary but material. But in case you have no access to these material resources or can get access for free – you might have to pay for access.

In this chapter, we will first look at different venues of funding acquisition and income streams, and show you a few tools that will help you in the area of funding acquisition.

5.1 INCOME STREAMS

When you are, for instance, starting out as a community organiser, your goal might be to do something for your community that is accessible to as many people as possible. Accessibility also encompasses doing away with or reducing financial barriers to participation. Hence, for many it becomes paramount that the necessary funds for a project don't come from the target group(s) themselves. We want to give you some ideas, how you can acquire funds for your project:

- ◇ **Public funds:** different levels of government have different pots from which funds are distributed to organisations, initiatives, projects etc. It is worthwhile to look at different departments on municipal, state, federal and international level and their funding schemes. Often you will find that there are different funding pots for short-term and long-term projects and funding with which to cover all costs and funding that is only limited to a certain percentage of costs and certain types of costs (e.g. funds that cover professional fees but not personnel costs). Application processes for public funds will differ greatly depending on the level of government, the scope and amount of funding, and project duration. These processes are often complicated and require a lot of work that you put in before you have any idea if you will get your funding. It is also important that you are aware of application deadlines for calls that can influence your implementation timeline greatly.
- ◇ **Private investors:** Sole reliance on one income stream, especially government



funds, is not recommendable and it's wise to diversify your streams. Private investors and philanthropic foundations are a source to consider. Sometimes even charity organisations have schemes to financially support projects. There are also big foundations that have funding schemes that usually focus on different fields in politics, education, community work etc. Apart from institutions, there are also individual social investors that will also invest in projects that have social value. When approaching social investors, be aware to have a plan for financing the 2nd year of your project, i.e. how you will finance your project once the initial investment runs out.

- ◇ **Sponsors:** In contrast to private investors, sponsors give you money or material support for their direct benefit and regard sponsoring as part of their public relations. Often they expect a financial return for their business through the act of sponsoring.
- ◇ **Crowdfunding:** In the last years, calls for crowdfunding have become more popular and there are many websites that facilitate and host public crowdfunding calls. This is a way of financing that many artistic, educational or activist projects refer back to. When starting a crowdfunding campaign do think about how much income you can realistically expect to generate through this method. Many times crowdfunding links get past around the immediate network or social circle and don't make it out easily. Your social circle may not be where monetary resources actually lie.

- ◇ **Merchandise:** Apart from the main form of product, service or initiative that you plan for your project, you can consider offering merchandise to sell or give as thanks for donations. Of course depending on the form of merchandise, you will have to take into account the price of production into your budget plan.
- ◇ **Product sales/service fees/entrance fees/participation fees:** Charging people to participate or enjoy your service may not be what you initially want but it is something that you can consider even with concerns for accessibility in mind. Charging for participation will increase the commitment you can expect from your target group. You can set up scales for fees that start at € 0 and go up. It is not uncommon to have no fees or reduced fees for specific groups and expect other groups to pay higher fees. If your project involves offering a workshop on how to deal with interactions with police for your community, you can offer an “allyship” fee for people who are not directly part of your community but want to participate and be allies to community members. There are ways of being relatively accessible while still charging fees. But one thing to keep in mind is, whether the fees you charge are actually integral to your budget or an “add-on”. Small fees may not really contribute to your overall budget but can deter people from participating. This is a balancing act you need to be conscious of.

On the matter of financing, we also want to touch on a topic that came up many times in conversation between the project staff of **You Got This!** and participants who were developing their own projects. Some people are hesitant to finance their projects through public funds because they fear political steering and being undervalued. These concerns are valid, because public institutions fund projects that they deem “valuable” and beneficial to society and these normative evaluations are informed by existing social inequalities. It is difficult to break through that barrier. Nevertheless, the fact remains that public funds are for everybody. Marginalised people contribute to the public budget and should be entitled to receive funds from this budget as much as anybody else does.

On the other hand, some project developers might be hesitant to approach private investors or foundations for fear of instrumentalisation and interference. This as well is a good thing to be conscious of, but ultimately a decision you will make for yourself or within the project team.

To mitigate dependencies on public funds or private investors, it is therefore advantageous to diversify your income streams and not rely on one type of funding.

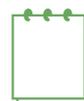
In the annex, we have listed a few websites, institutions, and networks that you can look into to find funding opportunities.

5.2 BUDGET CALCULATION

For many applications for funding, you will need to present a budget plan and calculate costs of your implementation. If you have never done something like this, it may appear daunting, but you can work yourself up to a budget plan step-by-step.

We suggest that you sit down with your team, advisors, friends, colleagues or anyone else who can help you and brainstorm together.

1. After telling them about your project intentions and goals, brainstorm different expenses that may arise throughout your project duration and write everything down on a poster or large piece of paper. You should gather a long list of different expenses like space rental, professional fees, advertising costs, catering, transportation, teams fees / personnel costs etc. Think back to your resource map during this brainstorming exercise and make sure that you think to include everything you need to source from outside.
2. Try to be specific with different types of costs and break them down when necessary, e.g. break down advertising costs into design, print advertising and digital advertising.
3. From the long list of different costs, select those that are in fact relevant to your project and write them down on the far left of a piece of paper. You will create a table with 6 columns.
4. On the table, add columns for how regular the expense will arise (unit), estimated costs per unit, how often the expense will arise (unit quantity), and total cost. Your table should now look like this:



Nr.	Expense	Unit	Estimated Unit Cost	Unit quantity	Total
1	Venue rental	Monthly	€ 350,00	6	€ 2.100,00
2	Transportation to venue	Daily	€ 50,00	10	€ 500,00
3	Printing fee for flyers	Piece	€ 0,10	300	€ 30,00
	Etc.				
					€ 2.630,00

On the bottom of the last column, you can calculate the total amount of your expenses in the project.

After you have identified the total cost of your project, you can make an overview of your income streams and how much they will add to your budget. The table you create can look like this:

Nr.	Expense	Unit	Estimated Unit Cost	Unit quantity	Total
1	Municipal funding	One-off	€1.500,00	1	€1.500,00
2	Participation fee "allyship"	Per capita	€ 10,00	5	€ 50,00
3	Participation fee "community"	Per capita	€ 5,00	20	€ 100,00
					€ 1.650,00

- To give an overview of your budget to financiers, show the difference between your costs and your current income potential as the amount you are asking for.

Total cost of project	€ 2.630,00
Income through municipal funding	€ 1.500,00
Income through participation fees	€ 150,00
Difference covered by current application	€ 980,00

You can do these calculations by hand and on paper, but you can also use computer programs that will make calculations easier. There are spreadsheet programs, where you can calculate automatically by using formulas. If you are not familiar with any such program, it is very worthwhile to get acquainted with one. You can find many video tutorials, and even templates, on the internet.

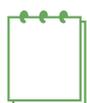
Overviews like this are necessary for most funding applications and this is a necessary step in your project planning.

5.3 2-PAGER OR 5-SLIDE-DECK

In chapter 6 we have explored the intricacies of pitching. Funding and pitching are closely interlinked as you often pitch your idea to people you're asking for money and every funding application is also a pitch of your project.

There are two pitching tools for written applications that we want to mention here:

- ◇ **2-pager:** This is a document that concisely presents the main points of your project on two A4 pages. There is also a 1-pager that does the same on one single A4 page. How elaborate your 1 or 2-pager has to be depends on the funding entity.
- ◇ **5-slide-deck:** This is a digital presentation with 5 slides that cover the main points of your project.



In both these documents, you should make sure to include the following information:

- ◇ Project title
- ◇ Issue you are tackling
- ◇ The need to tackle this issue
- ◇ How you are going to tackle the issue
- ◇ The aims of your project
- ◇ The value of your project
- ◇ Project timeline
- ◇ Your (and your team members') name(s) and your contact details

A 2-pager and a 5-slide-deck are key tools to convince people of your project idea. As much as a pitch should be captivating, these documents should be engaging and appealing. Use visuals, different font sizes etc. to give them a personal touch.

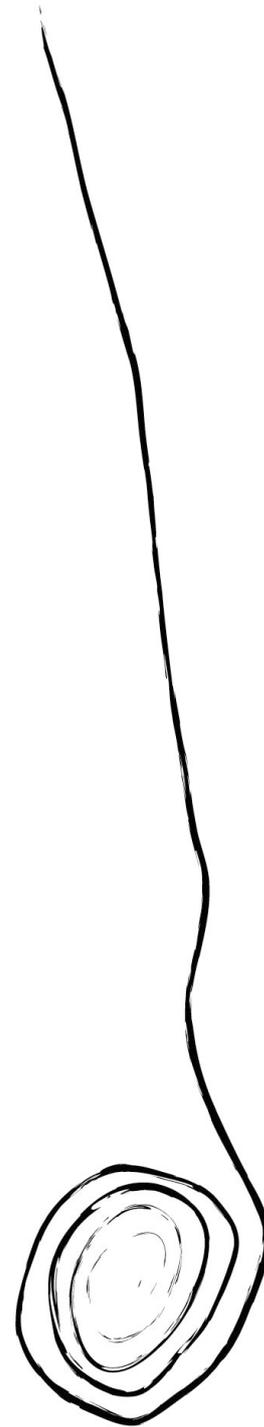


- ⇒ List with information on funding opportunities in the annex
- ⇒ For more information on pitching, see chapter 6 in this Starter Kit

6. WHAT'S NEXT?

This first Starter Kit is intended to get you started with developing your idea into a project and give you information and tips for what to look out for and which things to consider when developing your project.

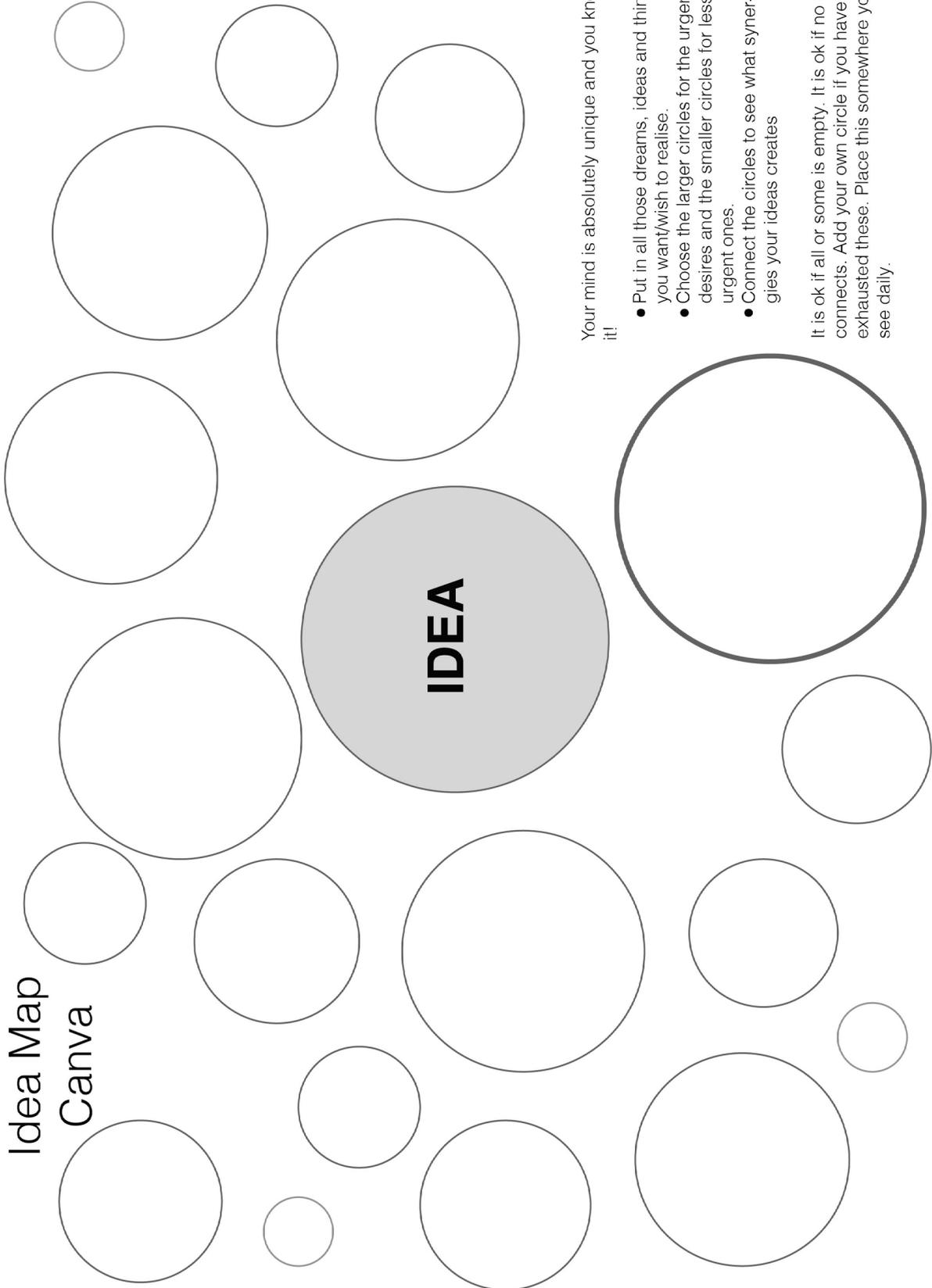
In the second Starter Kit we will guide you through further steps. You will find information and helpful tips on the topics networking, presentation, marketing and PR, implementation, and building resilience and coping strategies for the implementation of your project. Download the second Starter Kit and grow your idea!



ANNEX

1. Idea Map Canva

Idea Map
Canva



Your mind is absolutely unique and you know it!

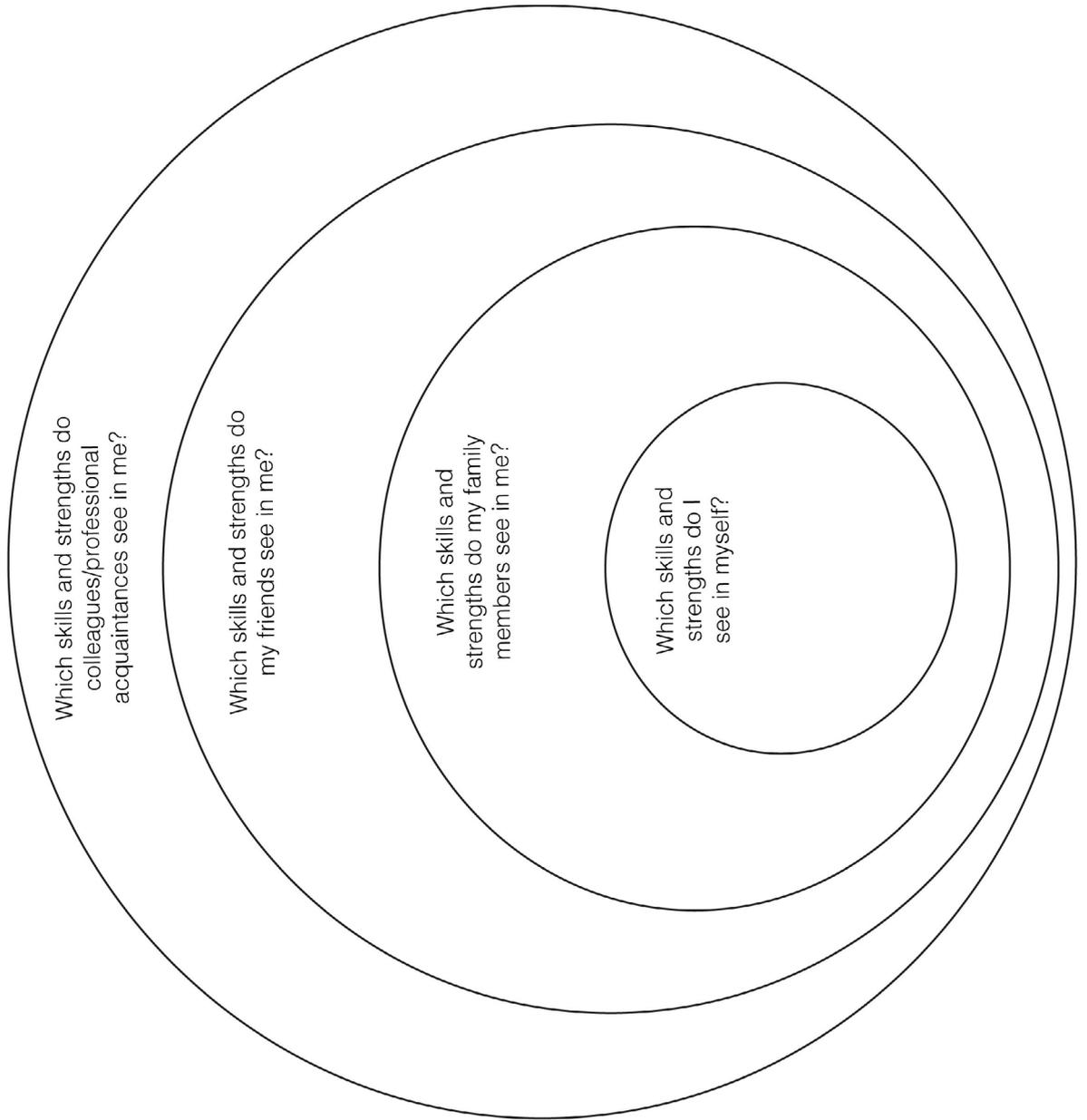
- Put in all those dreams, ideas and things you want/wish to realise.
- Choose the larger circles for the urgent desires and the smaller circles for less urgent ones.
- Connect the circles to see what synergies your ideas creates

It is ok if all or some is empty. It is ok if no circle connects. Add your own circle if you have exhausted these. Place this somewhere you can see daily.

Original template: idea by Joadre

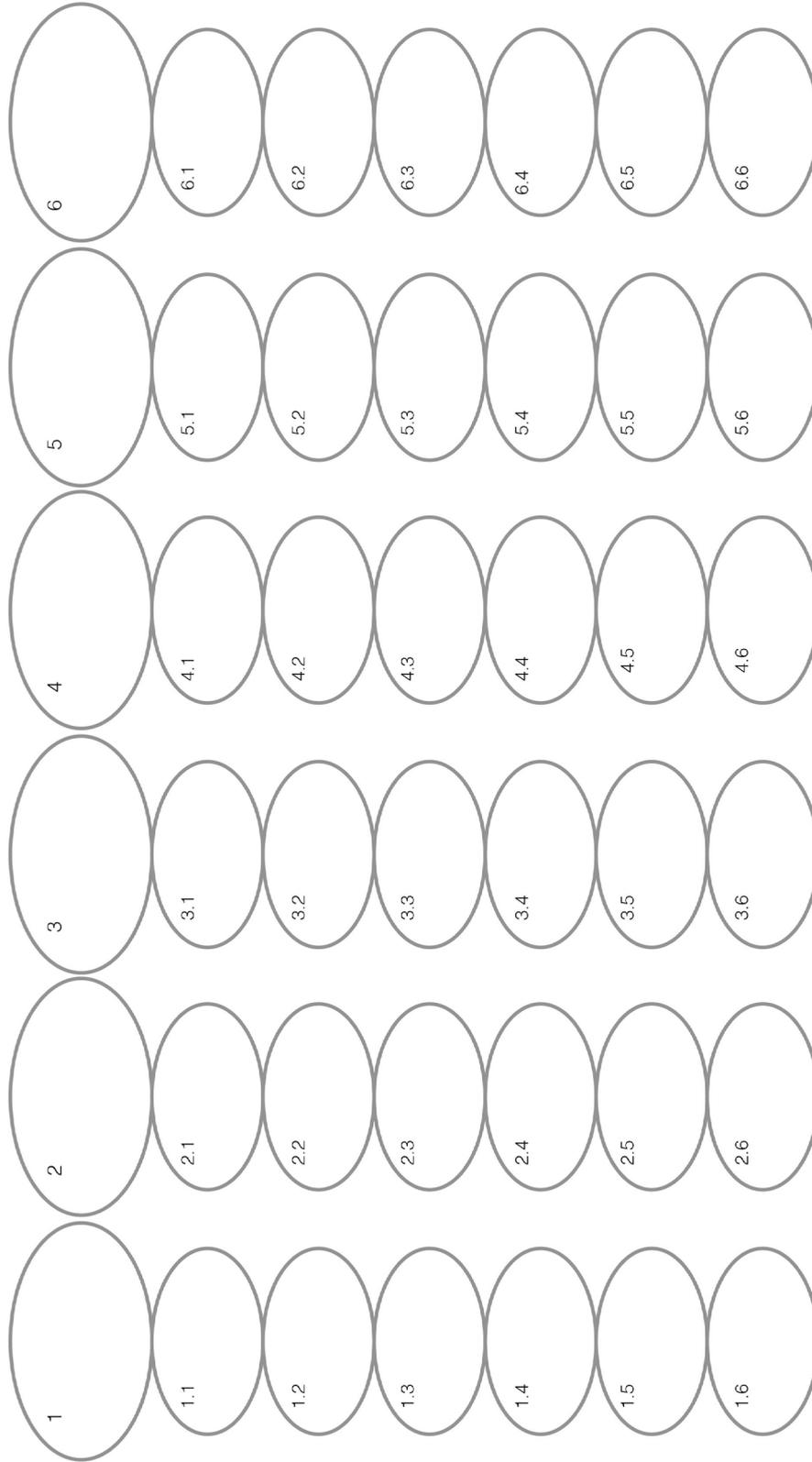
2. My Skills and Strengths

My skills and strengths



4. Work Breakdown Structure

Work breakdown structure

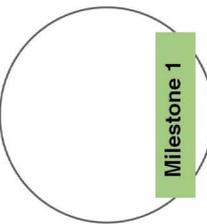
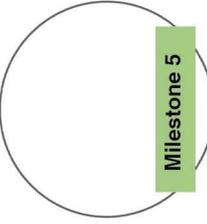
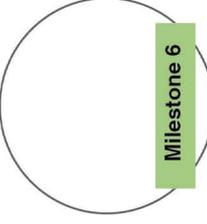


If the columns in this template are not enough for your project and you have to write your own work breakdown structure, you can use a work processing program to create your own diagram. Make sure that all your work packages are on one page and that your work packages and tasks are numbered.

5. Roadmap

Road map

Project name: _____ Time span: _____

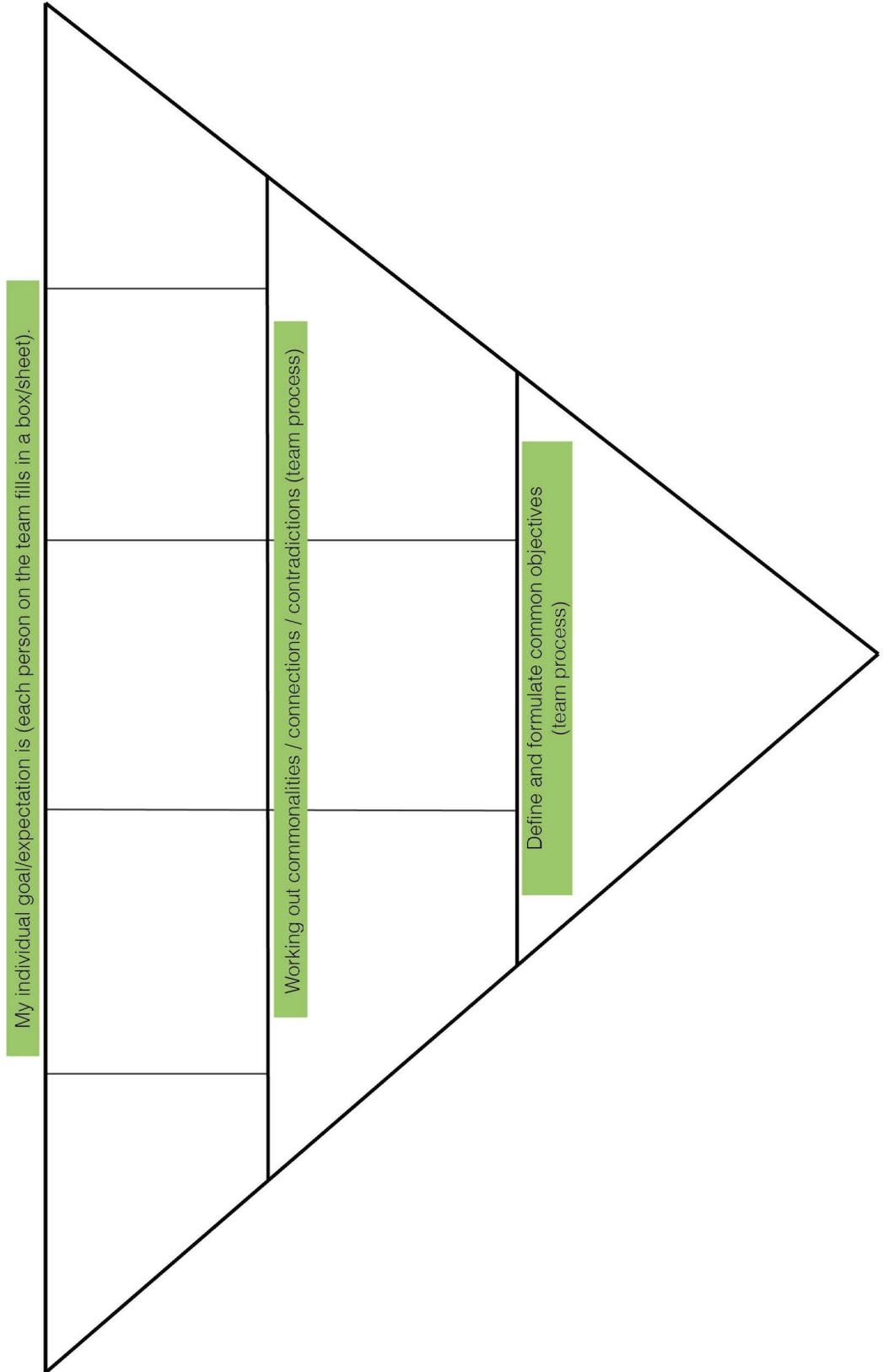
 Milestone 1	 Milestone 2	 Milestone 3	 Milestone 4	 Milestone 5	 Milestone 6	

Identify the sub task you need to focus on so that these milestones are achieved. Write as many as you can remember.

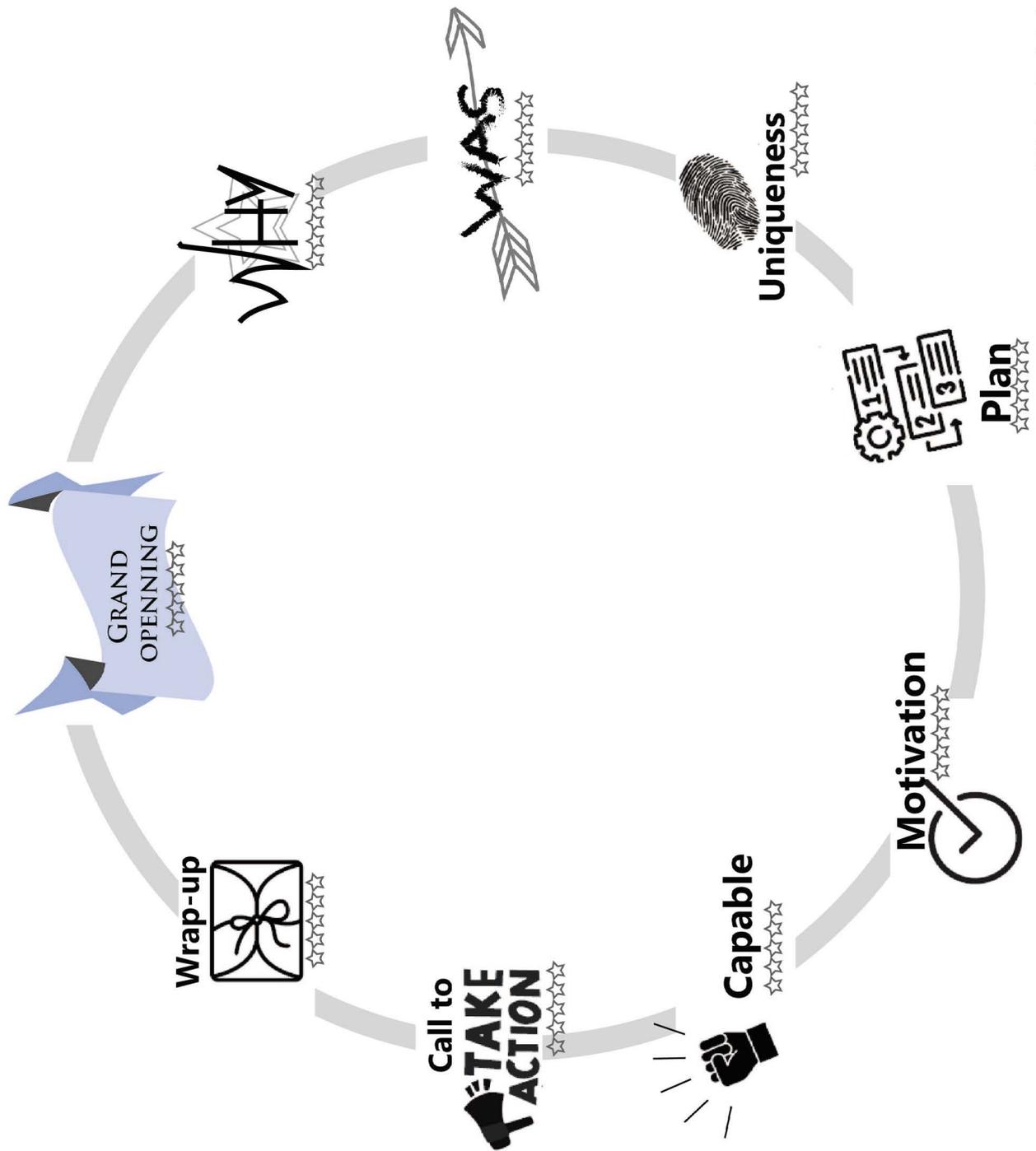
Original template design by Joadre

6. Teamfinding

**Develop a common objective
(this can be applied several times for different topics, if necessary).**



7. Idea Pitch Canva



Original template design by Joadre

FUNDING OPPORTUNITIES

Governmental and administrative institutions on all levels of government offer different funding opportunities starting from the European Union to district level funding in your city. Here we will list a few institutions on federal, state, and municipal level in Germany (Berlin) and Austria (Vienna). We have focused on the topics of culture and (civic) education in this list of institutions. You will also find the names of a few big foundations in Germany and Austria that offer funding for projects and research in specific fields. We have listed a few foundations by name here but also websites where you can search for more foundations.

Germany:

German Ministry for Culture and Media

<https://www.bundesregierung.de/breg-de/bundesregierung/bundeskanzleramt/staatsministerin-fuer-kultur-und-medien/kultur/kunst-kulturfoerderung>

Kulturstiftung des Bundes

<https://www.bundesregierung.de/breg-de/bundesregierung/bundeskanzleramt/staatsministerin-fuer-kultur-und-medien/kultur/kunst-kulturfoerderung>

Federal Agency for Civic Education

<https://www.bpb.de/die-bpb/foerderung/>

Funding opportunities through the federal State of Berlin

<https://www.berlin.de/sen/kultur/foerderung/foerderprogramme/>

Funding database (Germany & EU)

<https://www.foerderdatenbank.de/>

Funding by Federal States

<https://www.foerdermittel-deutschland.de/bundeslaender/>

“Europa fördert Kultur”

<https://www.europa-foerdert-kultur.eu>

Website to search for foundations in Germany

<https://stiftungssuche.de/>

Austria

Transparency portal of Austria, listing of public funding opportunities in Austria according to different topics

<https://transparenzportal.gv.at/tdb/tp/situation/npo/>

Ministry for Arts, Culture, Civil Service and Sport

<https://www.bmkoes.gv.at/Kunst-und-Kultur/informationen-fuer-kunstschaeffende/foerderungen.html>

A website listing current calls to fund artistic projects in Austria:

<https://igkultur.at/service/kulturfoerderungen>

Austrian Association for civic education

<https://politischebildung.at/projektfoerderung/>

Vienna municipal department for the arts (MA7)

<https://www.wien.gv.at/menschen/integration/foerderungen/index.html>

Vienna municipal department for integration and diversity (MA 17)

<https://www.wien.gv.at/kultur/abteilung/foerderungen/>

District level funding for cultural projects:

<https://www.wien.gv.at/amtshelfer/kultur/projekte/subventionen/bezirk.html>

List of different subsidies and funding options in Vienna (there are subsidies for private expenses but also project funding):

<https://www.wien.gv.at/amtshelfer/finanzielles/foerderungen/>

Sinnbildungsstiftung

<https://sinnbildungsstiftung.at/>

Hil Foundation

<https://www.hil-foundation.org/#start>

IMPRESSUM

YOU GOT THIS! - NETWORK, DEVELOP, EMPOWER!

In the "You Got This!" project, young adults were supported in implementing their artistic, (socio-)political, activist or social projects. The goal was to support common good projects, projects with marginalized communities, and projects that promote participation.

From spring 2022 to summer 2022, the "You Got This!" project labs in Vienna and Berlin brought together artists, activists, trainers, and community workers to tap into the group's potential and further develop their own projects.

The main principle of "You Got This!" is a critical attitude towards discrimination and racism in the implementation of all project steps, including the coaching offer for participants.

AfroPolitan Berlin

AfroPolitan Berlin is an intersectional Black community project in Berlin-Kreuzberg. Through multifaceted platforms and pathways, it creates free spaces for development, explorations and involvement of Black and Afrodiasporic people - from the personal to the communal, as well as the cross-societal and the professional.

kulturhaus brotfabrik

At **Kulturhaus Brotfabrik**, art and culture are created by everyone and for everyone. The Kulturhaus engages with the district through artistic projects and offers the neighborhood opportunities to come into contact with each other and let something new emerge.



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