

***Financial and Banking Services Market***

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**MODEL OF FUNDRAISING ACTIVITY
IN UKRAINE****Abstract**

A model of fundraising activity in Ukraine is formed. The role of fundraising as a tool for mobilizing financial and other resources from various sources to implement socially relevant research and non-profit projects is revealed. The prospects and challenges of fundraising in Ukraine are considered and analyzed. The algorithm for calculating the integral performance index for fundraising activities in the framework of the strategy is proposed.

Key words:

Fundraising, donor project, a non-profit organization, charities, non-governmental organization, strategy, fundraising activities.

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Introduction

One of the globalization processes is expanding and launching of the social market economy. The change to the social government is lead by a lot of various changes. The increasing role of civil society organizations, which can help the country to address the pressing social problems of citizens and promote scientific research, decrease the limits of access to the new social options and activities; expanding of opportunities in social aid, realization socially important principles and search for the resources of non-profit activities, in all, change of the model of national economy's social structure.

Nowadays, Ukraine, at the times of getting closer to the socially targeted market economy, developing of civil society and social initiatives, the charity becomes the form of social responsibility of the citizens in face of sponsors and support through grants, donations, information resources etc. The expanding of the charities and its form as organizational activity caused the creation of fundraising as a science about planning and normalization of actions.

The research of Fundraising is very important task because of the rapid increase in the number of non-profit and civil society organizations (CSOs) in Ukraine in recent years (see Table. 1) as well as it helps to stimulate fundraising projects in Ukraine, as a tool for mobilizing sources of resources to those who need them.

Although, majority of public and charity organizations operate through a single source of funding, which is the international donors, 28% had no funding, and the rest have an annual budget of less than 10 thousand UAH (Kuts, 2008, p. 14).

Some nonprofit organizations are funded by the proceeds from paid services, but eventually still have a situation of shortage of funds or other resources to further effective development, finding which needs to be addressed. At the same time, the sector non-profit organizations (NPOs) actually serves as social agents-distributors, social ideas and programs to encourage the formation and development of the field of social business, that they are among the state, commercial firms and citizens. This is evidence of the importance of all-round development of the economy and the state, and for business and for society. In such situation, it is advisable to apply fundraising, which has to be one of the main activities of non-profit organizations and play a significant role in shaping their funding sources.

Table 1

Number of individual categories of nonprofit organizations in Ukraine for 2006–2013 years

Categories	Years								2014 – 2006 yrs,%
	2006	2008	2009	2010	2011	2012	2013	2014	
Citizens' organization	570	1036	1247	1393	1466	1578	4461	4470	y 7,8 times
Civil organizations	46682	54862	59321	63899	67696	71767	74500	77286	165,6
Charity organizations	9590	10988	11660	12267	12860	13475	14055	14999	156,4

Source: The State Committee of Statistics.

At the times of financial crisis and shortage of CSOs projects funding from foreign, private donors and government funding, fundraising can be adequate tool of stimulating civil society and providing social and other rights to citizens.

Development issues and research fundraising activities devoted to the work of leading domestic and international fundraisers: Artemyeva T.V. (Artemyeva and Tulchinsky, 2010), Balashova A.L. (Balashova, 2008), Bashun O. (Bashun, 1999), J. Douglas Alexander (Alexander and Carlson, 2007), Komorowski L. (Komorowski, 2007), Christina J. Carlson (Alexander and Carlson, 2007), Kutz, S. (Kutz, 2008), Tulchinsky G.L. (Artemyeva and Tulchinsky, 2010) and others. However, they paid attention to the conduct fundraising activities in specific areas or covered only certain aspects of an issue. Therefore, the problem of fundraising in general in means of ensuring the implementation of socially significant programs, research projects and continuity of nonprofit organizations remain relevant, especially in times of economic instability in Ukraine, which requires further research on the conditions and prospects of further fundraising activities development.

Thus, the purpose of the study is to improve the strategy of civil society with regard of fundraising as a field of scientific knowledge and the developing model of implementation and dissemination of fundraising in Ukraine as a natural process of development of the nonprofit sector in the national economy.

The main material

Fundraising is a professional activity to mobilize financial and other resources through various sources and realization of socially important and scientific non-profitable projects, which requires special skills and knowledge of fundraiser that can influence on donor's positive decision (Chernyavska and Sokolova, 2013, p. 10).

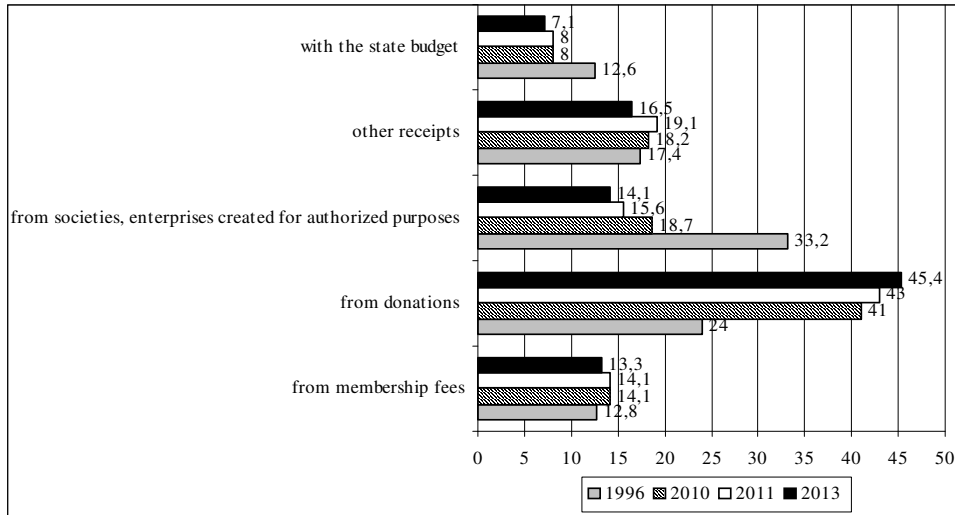
To convert potential donors to actual donors, fundraisers must be carefully planned, organized, using stepwise analysis and control, which results in the study of relevance, uniqueness and value realization of its exchange offer to meet some of the motivational needs of the donor. However, today fundraising in Ukraine can not be a tool of organized social assistance due to the lack of research and development in this field. Natural process of disbursement of the various categories of donors, mainly caused by emotional motives may reincarnate in information, research, technology-enabled management system controlled with an effective mechanism to attract and redistribute funds and other resources to those who need them.

To find sources of financing and reasons to spend money on civil organization, lets make an analysis of these organizations in Ukraine (1996, 2010, 2011, 2013 years) (Fig. 1, 2).

For the activity in 2013 from different sources 3,4 billion of UAH were got from public associations (on 1,6% more than in 2012 and on 11,8% more than in 2011) (Fig. 1). At what, receipts from charity occupy most part of lump sum of receipts for 2010–2013, unlike 1996 (in 1996 part of receipts is from economic activity of societies, enterprises, created public associations for implementation of regulation aims was 33,2%, that on 9,2% more receipts are from charity). It testifies to the increase of role of charity in society in Ukraine in the last few years. Receipts from charity in 1996 were 24% from the lump sum of facilities for financing of activity of public associations, in 2011 made 1,5 billion of UAH, or 43,2%, and in 2013 on 0,2 billion of UAH, or 0,3% more than in 2011 and on 21,4%, than in 1996, that 1,7 billion of UAH, or 45,5%. In relation to receipts from economic activity of enterprises, created public associations for implementation of regulation aims, in 1996 they were 33,2%, in 2011 – 525 million UAH, or 15,6%, and in 2013 – on 3,9 million UAH, or 1,5% less than, than in 2011 and on 17,6%, than in 1996, that 528,9 million UAH or 14,1%. From Fig. 1 evidently, as substantially grew short from 1996 to on 2013 receipt from the state budget on 5,5 in. p.: accordingly from 12,6% from all receipts to 7,1%.

Figure 1

The structure of sources of financing of public associations



Consequently, receipts from charity occupy most part of lump sum of receipts for 2010–2013 (41,0–45,5%). Receipts from charity after the structure include a receipt from enterprises and organizations of Ukraine (36,9% in 2010 r.; 38,8% in 2011 r.; 48,5% in 2013 in the lump sum of receipts from charity on Ukraine), from citizens (10,8% in 2010 r.; 13,8% in 2011 r.; 10,1% in 2013) and from non citizens (52,3% in 2010 r.; 47,5% in 2011 r.; 41,4% in 2013) (table. 2). Dynamics of values of structure of receipts testify that for the last three years the biggest donors were enterprises and organizations of Ukraine, that corporations, businesses, domestic benevolent funds and others like that, that it is aught caused an increase in the Ukrainian corporations of role of corporate social responsibility, that and stipulates actuality of application and development of corporate fundraising as sources of additional resources (from an analysis, for 2010–2013 part of receipts from organizations in Ukraine grew to 11,6.

Part of receipts from charity from citizens for analyzable period on a structure did not almost change (10,8% in 2010 and 10,1% in 2013). Although in obedience to foreign practice, the most perspective and most effective method of fundraising is collection of the private offerings. However, in Ukraine, as we see from a table. 2, this method is developed not enough (part of receipts from charity from citizens 10,1% in 2013). The lead through of measures on collection of

the private offerings is instrumental in the increase of financial firmness of organization, strengthening of its image, among local society, to the increase of amount of members and volunteers, stimulation of activity of population to the collaboration in the decision of meaningful problems, maintenance of current activity of organization, mass lead through of separate action and measures.

Table 2

Structure of funds to public organizations from charity for 2010–2013 years

Revenues from the charity, including:	Years						Divergency,	
	2010		2011		2013		2011 of 2010 +	2013 of 2011 -
	ths UAH	share,%	ths UAH	share,%	ths UAH	share,%		
enterprises and organizations of Ukraine	418196	36,9	563936	38,8	827035	48,5	1,9	9,7
citizens	122077	10,8	199955	13,8	172852	10,1	3,8	-3,6
from nonresidents	593541	52,3	690265	47,5	705211	41,4	-4,8	-6,1
total proceeds from charity	1133815	100,0	1454156	100,0	1705099	100,0	-	-

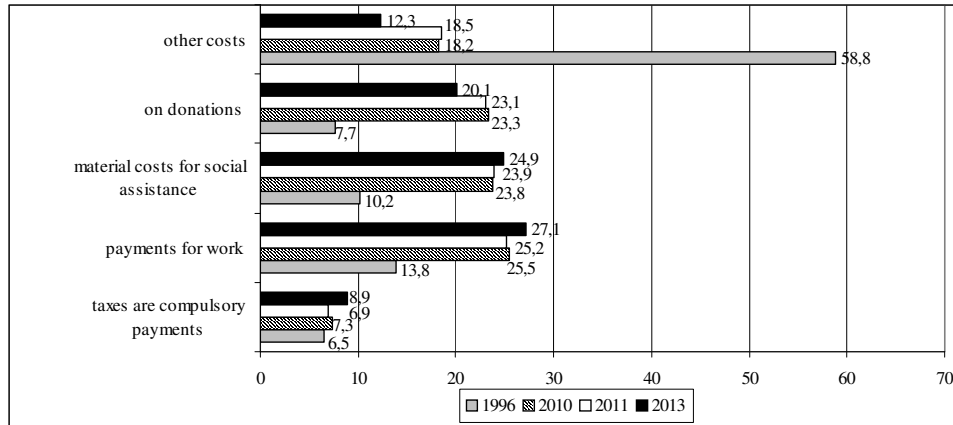
Source: State Statistics Committee of Ukraine.

As we see, part of receipts from non citizens for 2010–2013 diminished on 10,9 in. and made in 2013 41,4%. As marked already, it is caused the crisis phenomena in our country, however this type of receipts remains considerable and needs the special efforts and abilities, not to lose the already concerned positions that again confirms the important value of lead through of the moderate planned work in relation to bringing in of the foreign offerings, that application of fundraising.

Most part in the structure of charges of public associations is occupied after 1996–2013 years.: payment of labour – 27,1% in 2013, that on 13,3% on the structure of charges in 1996 more than, financial charges and payment of services – 24,9% in 2013, that on 14,7% in 1996 more than, charges on charity activity – 20,1% in 2013, that on 12,4% in 1996 more than (Fig. 2). As see, and in relation to the charges of public organizations, their considerable part heads for charity activity.

Figure 2

**The structure of usage of monetary fund by public associations
 in 1996, 2010, 2011 and 2013**

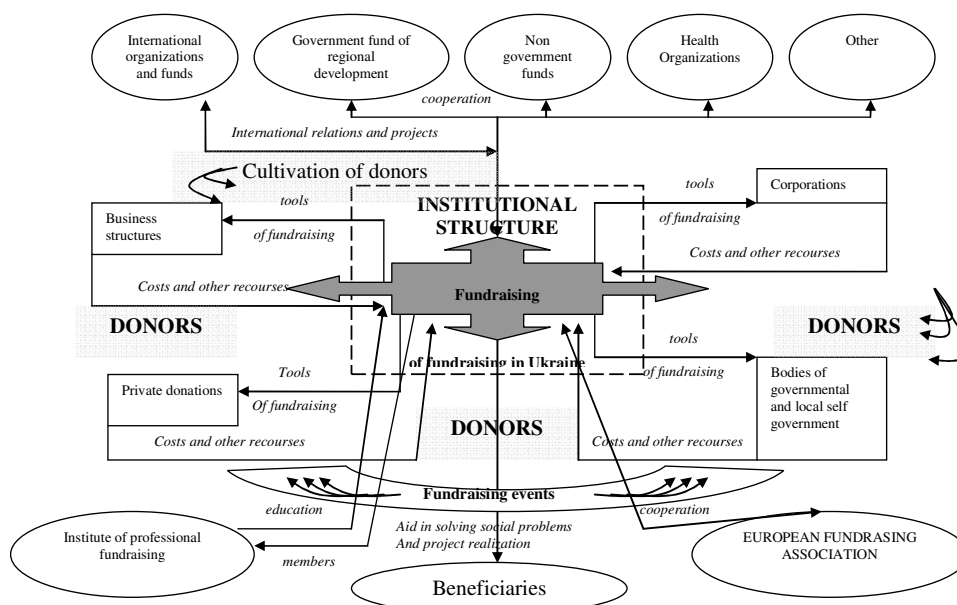


A present money from all receipts are used public associations in 2011 on 89,3%; a remain made 359 million UAH, and in 2013 on 84,2%; a remain made 504 million UAH, that, as see, almost all attracted resources go to the charges, namely on maintenance, not abandoning possibility for development which specifies on a requirement in the increase of financing of associations.

The elemental process of grant of money from the different categories of donors, which are mainly caused emotional reasons, can be reincarnated in informatively, scientifically, technologically well-to-do controlled control system with an effective mechanism bringing in and redistribution of money and other resources that, that needs them. Therefore development of model of fundraising activity in Ukraine as the structurally organized instrument of social help and introduction of fundraising in practice of work of OCSs will, to our opinion, be instrumental in the decision of the transferred problem questions in social sector of economy, and also providing of development and effective activity of noncommercial organizations and public associations.

The possible model of fundraising activity was formed in Ukraine (Fig. 3). This model is built on principle of account of all possible details of the effective functioning of fundraising in Ukraine, in that clean and foreign experience, that such, which represents application, management, collaboration domains, and instruments, sources of realization of fundraising and basic elements of the field of its activity.

Figure 3
Model of fundraising activity in Ukraine



Let's describe the general components of model of development of fundraising in Ukraine. One of the important elements of model there is Institute of professional fundraising, which functions in Ukraine. Its mission is creation of environment for effective, transparent and responsible charity in Ukraine by claim of democratic standards of practice of fundraising (Institute of Professional Fundraising, 2015). An institute conducts courses and seminars for the professional studies of consultants from fundraising. After completion of studies and receipt of positive estimation, participants get the certificate of European fundraising Association and Institute of professional fundraising.

Functioning and subsequent development of Institute of professional fundraising is very important in claim of professional fundraising activity and practice in Ukraine. As in the process of activity of the Ukrainian funds there are problems through mistrust in relation to transparency of work of their guidance. Many donors are sure that on 80–90% their money appropriate or outlay on own needs. Mainly, is caused a by weak financial base and actual absence of social image, culture of intercourse, and also by absence of ability to put right contacts, informative copulas; by an insufficient domain documentary and legal practice.

The next problem is a low level of organizational competence and professionalism, through which potential donors consider the best mother business not with domestic, but with foreign funds with an attractive image and possibility to provide the high level of organizational activity, more various forms of work and collaboration. And Institute is engaged in the decision of these problems, that is why the organization has his development in our country and an assistance application of fundraising activity is an obligatory and inalienable process them effective functioning.

The different categories of donors, basic from which are benevolent funds, private individuals, organs of state administration and local self-government, corporation and business, come forward the objects of fundraising. A basic task of fundraiser is a search and providing of participation of donor in the decision of public problems, given as an unprofitable project, motive to the social investing.

Donors (objects of fundraising) are international organizations, public institutions, business corporations, public noncommercial organizations (religious, scientific and others like that), private benevolent funds or private individuals which give citizens and unprofitable organizations on noncommercial irretrievable basis the additional resources of different kind are needed, on aims which are directed on the whole for the good of all society (Chernyavska and Sokolova, 2013, p. 17).

Every donor needs individual approach. It is conditioned the row of factors, such as: sphere and type of activity of organization (person), history of origin, vital functions, put priorities, purpose, aims and methods of their achievement, condition of existence and development, and others like that, that forms the features and distinguishing features of collaboration for every donor.

Fundraisers targeting is not begging for money, it is a developed set of steps, techniques, combined with efficient methods that require a high level of language knowledge, as well as skills in many areas: management, marketing, strategic planning, public relations, project activities, finance, legal, etc. Specialist in Fundraising has to obtain knowledge in the study of the subject «Fundraising» or to acquire a specialty in school of fundraisers with appropriate direction and level.

Next and the important constituent of model is the institutional providing of fundraising in Ukraine, namely creations of legislative (tax, legal) terms, which would allow extending possibilities of fundraising and donors. In fact absence of favorable tax legislation (tax deductions, stimuli) for development of charity; unstable system of taxation; the legal problems of unprofitable public organizations are unsettled; null information in relation to the aims of social project and system of estimation of his efficiency, and also professionalism, in its creation; absence of the transparent financial reporting of noncommercial organization; the low qualifying level of administrative skills of leaders of unprofitable organizations hinders achievement of effective result of fundraising campaign.

Fundraising activity, except for Declaration of ethics principles and Codes of ethics, is regulated and control the legislative acts of country on territory of which it is carried out. In the field of fundraising in Ukraine it is possible basic legislative acts to count acts which regulate activity of unprofitable organizations and associations, namely eleemosynary and public, that on the whole meet the European and international standards – it: Constitution of Ukraine, Economic Code of Ukraine, Internal revenue Code of Ukraine, Laws of Ukraine «On eleemosynary activity and eleemosynary organizations», «About public associations», «About volunteer activity», «About a humanitarian help».

On this occasion, we have to mark absence in Ukraine of Law «On unprofitable organizations». This law is in a project and must determine legal status, order of education, activity, liquidation of unprofitable organizations; right and duties founders, members, participants of such organizations, and others like that. We can find determination in Internal revenue Code of Ukraine, where it is marked that «unprofitable enterprises, establishments and organizations are enterprises, establishments and organizations, by the primary purpose of activity of which is a not receipt of income, but realization of eleemosynary activity and patronage of art and other activity, foreseen a legislation (The Tax Code of Ukraine, 2012).

From January in 2013 Law of Ukraine entered into an action «On public associations» which are a considerable step in direction of adaptation of legislation of Ukraine to the legislation of European Union in relation to providing of right on an association and adaptation to principles of civil society. The new release of law was instrumental in the removal of such failings in relation to education and functioning of public associations, as: a limit of actual prohibition is on the conduct of commercial; difficult procedure of registration of GO; limitation of activity only or members, that does not answer the international standards of the legal adjusting of status of GO and others like that (Mischenko and Sokolova, 2013, p. 276).

Basic moments of Law of Ukraine «About eleemosynary activity and eleemosynary organizations», which entered into an action in February in 2013 duplicated and interlace with the changes of Law of Ukraine «About public associations», that again confirms the process of adaptation of legislation of Ukraine to the legislation of European Union, claim of principles of civil society and increase of social responsibility, in Ukraine.

Consequently, analysis of normatively legal bases of eleemosynary organizations and public associations, simultaneously and the fields of action of fundraising activity, allows to find out the row of positive moments and positive tendency in relation to the presence of favorable environment and terms for introduction of model of development of fundraising in Ukraine. Except for the noted recommendations in relation to the institutional providing it is necessary to

be stopped for the prospects of application of IT-technologies in fundraising, that the newest instruments.

An important role in the lead through of fundraising activity belongs to exactly innovative technologies. Over the Internet and e-mail it is possible to carry out direct delivery (mailing), take part in crowd sourcing (receipt of necessary services by a decision publicly of meaningful tasks by forces of great number of volunteers, co-ordination of activity of which is carried out by information technologies) and crowd funding (process of collective collaboration of people (donors) which voluntarily unite the money or other or to give help in the decision of some public problem of other people or organizations (recipients), that is carried out, as a rule, over the Internet) social projects, to conduct virtual negotiations with a donor and others like that. Social networks became the effective mean of fundraising. Digital philanthropy, application of QR-kod, grid-technologies and activity, acquires vogue business-angels (Mischenko and Sokolova, 2013, p. 278).

Analyzing pre-conditions of construction of national fundraising model the wide spectrum of possibilities of its development is visible both at the level of separate organization and in a national and international scale. The most considerable possibilities is globalization, claim of principles of civil society in Ukraine, large-scale development of fundraising in foreign countries, high rates of development of innovative technologies, creativity' of young specialists, development of integration, aspiration, to the associations, development of integration, aspiration, to the associations, development of corporate social responsibility, presence and introduction of new instruments of fundraising, combining of different sources of resources.

Perspective direction of enhancement of fundraising activity is a perfect capture of methods of its realization and awareness of differences between these methods for the different categories of donors. For businesses charities the social investing is the effective form of participation, for private individuals – their confession; for the organs of power is collaboration and mutually benefit from realization of projects in realization of social policy and others like that.

To overcome problems from introduction of model of fundraising a study and introduction of foreign experience can promote from this sphere, for example, of oversea instruments of fundraising: lead through of national competitions, the purpose of which is encouragement and popularization of charity and patronage of art; lead through of international conferences on fundraising and participation for them of representatives of Ukraine (for example, these conferences are conducted from the International fundraising group (International Fundraising Group) in 1981 and recommended itself the effective form of exchange and receipt of new knowledge experience in the sphere of mobilization of resources for the decision of sharp social problems); assistance in successful development of endowments, the key condition of which is a release from VAT of transmission eleemosynary organizations of securities; rigging of the computer systems the

specialized software from fundraising and others like that. Important in this plan is distribution of knowledge about his essence and advantages among citizens, knowledge through the lead through of trainings, seminars, issue of news-letters, introduction of discipline of «Fundraising», in the system of education and others like that.

Fundraising as a field of scientific knowledge has interdisciplinary status. It occurs at the junction of the two sciences: management and psychology. Knowledge of psychology helps to select potential donors and find the best approach to establish partnerships with them, and basic management allows developing successful fundraising strategies using one or more methods of attracting additional resources in the development of fundraising foundations. It requires special formation of professional competence in scientific methods design and strategic planning to attract resources for non-profit organizations, especially scenario forecasting. The choice of tactics in nonprofit organization that is working out a strategy of fundraising campaign is successful implementation of a specific project and its overall mission.

The first part of the selection and development of fundraising strategy is a complete view and understanding of motivational reasons for aid by donor to be taken into account in the strategic planning of the organization.

«Fundraising – is not «begging» resources charitable organization, and «selling» your product (services, projects, programs, ideas, etc.)» (Fundraising: course book, 2003, p. 26) in exchange for the pleasure of motivational impulses by donor. This rule leads and underlines the importance of a full-scale presentation of the values of the proposed project, its appeal to donors, which manifests itself through the ability to meet the needs of the proposed product.

Famous fundraisers USA Warwick Mall offers five non-profit organizational strategies to improve its self-sufficiency (Kuts, 2008, p. 27):

1. Growth – ensuring dynamic growth of income. In order to do this, the organization must determine long-term goals, which have to be formed and guided by strong leaders, be able to manage multiple sources of resources, including small ones, and establish all the organizational service. Growth Strategy requires a large investment, but it guarantees a steady income, including organizational needs. Mechanism of strategy implementation is direct mail.

2. Getting more donors through events and providing services that are of interest to donors. The organization develops programs of volunteering, public events, services for members (graduates). This organization has a good public image, has well-known high quality services and is influential in the community. Tools for the strategy implementing – distribution among members, attracting new members, telephone fundraising, sending out newsletters and more.

3. Recognizing organizations in the community and its image – a strategy aimed for improving knowledge about the organization. It grabs wide public atten-

tion, consultation with stakeholders. This strategy is eligible for organizations with strong support from one or two donors, with a rather small number of direct beneficiaries, for example, research institutions that are interested in expanding services and advocacy. It will help in implementing media strategy, as well as special events, work with the business to implement socio-targeted marketing.

4. Efficiency in fundraising – fundraising of organizational process is structured to resources invested in fundraising, efficiency offers the highest returns. This strategy helps organizations that are starting out, and when it is necessary it helps to ensure the functioning of major systems or the introduction of innovative services. Strategy is based on verified financial planning. The tools of this strategy are: grants for more advanced organizations – installation of regular donations or donations in the workplace. It is Acceptable to those providing social services.

5. Stability – designed years ahead of strategy of permanent income, this would allow the organization to spend minimal money on fundraising. These organizations do not plan to expand services, but have a good name in the community and a constant circle of donors involved in their activities. The instrument of this strategy is the endowment (constant capital) or a system of diversified fundraising.

It is impossible to choose the perfect strategy because they are combined and divided into primary and secondary, and also they depend on which step the development of NGOs is at the moment.

In our opinion, in the process of planning a fundraising project and choosing strategies for fundraising for the organization, determine the assessment of the effectiveness of fundraising activities, i.e. the level of achievement of a positive effect of the project. This assessment can provide guidance organization or an independent appraiser (the auditor) and for greater transparency to light, for example, on its website, its result, which will be interesting both for donors and beneficiaries and partners. With the accession to the dissemination and improvement of assessment methodologies, it is possible to conduct rating CSOs which helps to improve their activity and to stimulate development through competition.

To determine the effectiveness of fundraising activities we recommend to use the following formula (1) calculating the integral performance index fundraising activity (IRFD), which includes the most significant factors that directly or indirectly affect the outcome of the campaign:

$$I_{P\Phi D} = \frac{O_{\phi}}{U_{np}} + \frac{3_{\phi}}{3_e} + \frac{\Pi_p}{\Pi_e} + \frac{B}{H} + \frac{B_{\phi}}{B} + \Phi B, \quad (1)$$

where O_{ϕ} – fundraiser's education;

U_{np} – total amount of employees in organization;

$Z_{\phi/\varepsilon}$ – amount of fundraising events;

$\Pi_{\theta/p}$ – amount of organization's projects according to offered/completed;

B, B_{ϕ} – total expenditures, expenditures on fundraising activities;

H – total revenues;

ΦB – availability of fundraising department in organization (index : available department – 1, absence of department – 0).

If the integral performance index of fundraising activity (IRFD) is included in the interval 0–2,5, the result of a campaign launched is to be 50% successful in passing the draft stages of fundraising activities and its implementation, if IRFD included in the interval 2,5–5, probability of the higher positive result in campaign – close to 100%.

Conclusions

Development of model of fundraising activity in Ukraine as the structurally organized instrument of social help and introduction of fundraising, will, to our opinion, be instrumental in the decision of great number of problem questions social the sector of economy, and also providing of development and effective activity of organizations of civil society. In our view, improvement of the institutional providing of fundraising activity, comprehensive application of IT-technologies, support of organs of power, study and introduction of foreign experience, from this sphere, the increase of level of knowledge of population and unprofitable organizations about fundraising activity and increase of researches in relation to this phenomenon in a scientific and educational environment will help to perfect and spread fundraising in Ukraine with the purpose of providing of realization of the socially meaningful programs, research projects and trouble-free activity of unprofitable organizations. The calculation of integral index of effectiveness of fundraising activity, within the framework of development of strategy of fundraising campaign of organizations, will give the interested parties of project possibility of transparent evaluation, and also rating of organizations of civil society on the basis of efficiency of activity, without regard to the sizes of organizations, that to the will increase of their activity and will stimulate development.

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