

**FOREIGN EXPERIENCE IN FUNDRAISING FOR SOCIAL PROJECTS IN THE
FIELD OF CULTURE AND ARTS**

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Abstract: The article presents guidelines based on modern methods for increasing the audience of cultural centers, providing them with useful and beneficial offers, and providing cultural services that meet the demand, through fundraising, a field that is widely used in the culture and art sectors of developed countries of the world and has a positive impact on attracting external investors to implement local projects and activities that meet today's requirements.

Keywords: culture and art, "fundraising", money, project, investment, partner, communication, efficiency, problems.

Nowadays, the activities of cultural centers, in general, the expansion of the activities of cultural and art institutions, the widespread promotion of our national culture among the population, the meaningful organization of youth leisure, the strengthening of the attention of our people to our culture and art, and their full involvement have risen to the level of state policy. Today, our modern society requires a new kind of activity of cultural and art institutions, in particular, cultural centers. In recent years, great changes have occurred in the field of culture. Important changes in our extensive sphere are taking place due to the development of creative entrepreneurship, which is becoming an opportunity for creative individuals and teams to earn money. Creative entrepreneurship is a form of business organized based on one's own talents and abilities. Its difference from traditional entrepreneurship is that it is inextricably linked with creative activity and copyright. For example, singing, dancing, playing musical instruments can be a simple and vivid example of providing creative services. However, in today's age of modern technology, providing cultural, educational, and creative services that meet the requirements of the time will certainly serve as a strong bridge for employees working in cultural centers to gain a high position among the people. Being able to respond to the demands and needs of the population with modern approaches, in turn, requires a team of employees working on themselves, a modern technical base, and most importantly, sufficient funds.

Attracting external investors to cultural centers to implement local projects and establish cultural centers that meet today's requirements is a widely used and positively impacting area in the culture and arts sector of developed countries of the world, or more precisely, fundraising or attracting sponsors (in English, it is called "fundraising"). Promising plans and projects serve as a weapon to attract sponsors to the culture and arts sector in order to increase the audience of cultural centers, to provide them with useful and beneficial offers, in short, to provide cultural services that meet demand or set an example. Attracting sponsors to cultural centers is the process of seeking and collecting voluntary financial resources by involving individuals, charitable foundations, or government agencies. Judging by foreign experience, this area has already been synchronized with the sphere of culture and art and is yielding effective results.

First, here are the steps to creating a great fundraising plan:

- ✚ Organize a team of experts to plan;
- ✚ Identify the strengths of the project or pitch;
- ✚ Brainstorm and prioritize funding opportunities;
- ✚ Evaluate fundraising strategies;

- ✚ Set fundraising goals;
- ✚ Create a calendar and write it down;

Fundraising is not a separate and unrelated function in an organization, but rather underpins and reflects all other functions. The right organizational strategy has a major impact on fundraising. A fundraising strategy is a long-term plan of action designed to achieve a specific fundraising goal.

Fundraising Strategy Steps	
1	Knowing the fundraising goal;
2	Who can give?
3	How can we reach them?
4	Who will be the organizer?
5	How long will it take to raise money?

1.1. Fundraising Strategy Steps

1. Know the purpose of fundraising:

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<ul style="list-style-type: none"> • OPPORTUNITIES 	<ul style="list-style-type: none"> • THREATS

2. Who can give?

- Government organizations
- Private organizations
- Individuals
- And other charitable and sponsoring organizations

3. How can we achieve them?

- Prepare a questionnaire for the proposal;
- Develop an implementation mechanism;
- Prepare and deliver a presentation for partners;

4. Who will be the organizer?

✓ Organizational marketer (in developed countries, every organization has a fundraising manager position);

✓ Or a team led by the organization's head;

5. How long does it take to assemble?

- ✚ For a community meeting;
- ✚ For submitting and reviewing proposals;
- ✚ For preparing a specific project for a proposal or prepared speeches;
- ✚ For a project program and presentation;
- ✚ For contacts with organizations for cooperation and charity;

To address the above issues, a time schedule is established in consultation. This process, of course, is directly related to the time management and proper use of time by cultural managers. It should be noted that there are several ways to contact the organization you want to sponsor. For example, you can raise funds for projects and programs through email, face-to-face, telephone, media or social media advertising. In fact, in developed countries, several types of fundraising concepts are used in practice. In particular, they are used in the field of culture and art.

➤ Corporate fundraising, also known as target funding, encourages corporates to contribute to non-profit or charitable causes. Here, non-profit organizations approach corporations with their cause and need for funds, and corporations donate accordingly. This serves two purposes. First, non-profit organizations are able to raise large amounts of money in one place to meet their

needs, and second, the company also includes the same funds as part of its Corporate Social Responsibility activities. Online fundraising has a wide reach and has therefore proven to attract a larger audience and a faster turnaround time than physical fundraising. You can create a fundraiser on an online charity platform like Give and ask for donations. Fundraising for emergency medical care can also be done online, and this is being done very effectively on Give and other platforms.

➤ Similar to direct marketing in the corporate world, direct fundraising is the process of reaching out to people through email and social media messages. This process targets people who are regular donors or have previously contributed to your cause or organization.

➤ Fundraising for events is an integral part of the fundraising activities of non-profit organizations. This can happen through social events such as marathons, cooking competitions, book fairs, art exhibitions, and blood drives. Through such events, contributors participate in and enjoy the event, while also spreading the word about the main purpose of the event - how to raise funds and spread awareness for a specific social cause. For example, a half marathon and fundraiser for the disabled can be held. Participants contribute money to support the cause and help spread word of mouth about the cause, while also benefiting their own health and well-being in the process.

Crowdfunding is the process of raising capital from a small number of people to finance a new business venture. Crowdfunding uses social media and crowdfunding websites to bring together investors and entrepreneurs, and investors have the potential to actively participate in supporting entrepreneurship by leveraging their money, along with traditional owners, relatives, and venture capitalists.

The concepts of goals and plans are an integral part of the life of any society. A goal is any state that an organization is trying to achieve in the future. Although the importance of the goal is manifested in determining the purpose of the organization for some result, goals make it possible not only to determine the result, but also to convey information about it to employees and society. A plan expresses the “direction” of the organization’s actions in accordance with the established goals. Planning, on the other hand, means determining the goals of the organization and the methods of achieving them.

Figure 1.3 shows the levels of goals and plans in an organization. The planning process begins with the statement of the mission. The mission, first of all, determines the main goal or result of the organization’s activities from the point of view of external observers. While the mission is the basis for the strategic level of goals and plans (company level), the strategic plan, in turn, forms the tactical level (division level). The tactical level, in turn, forms the basis for the operational (department) level.

a) Goals are a means to achieve a mission. When defining the mission of an organization, the following should be indicated:

b) Goals are a means to achieve a mission.

c) When defining the mission of an organization, the following should be indicated:



1.3-picture. Level of goals and plans in the organization

The word goal has different meanings. Different scholars explain it by comparing it with different concepts. For example, Y. Chang and F. Campo-Flores compare the goal with the organization's policy, B. Karloff with emotion, and R. Akoff with planning.

But these concepts are united by two common decisive aspects. First, the goal determines the direction of development of the organization over a certain period of time. Second, it indicates that the organization will be in a certain state after a certain period of time.

The goal setting process typically consists of two stages:

1. defining the organization's mission and top management values;
2. setting development goals.

The mission is the main goal, the starting point and criterion for making a set of management decisions. It is advisable for art institutions to adhere to the following rules when developing their mission:

1. The mission should include a description of the role of the institution from the perspective of its consumers, partners and other relevant audiences.

2. The mission reflects what needs the institution can satisfy with its products.

The mission statement should describe what the institution is capable of, what it can offer, and what the ultimate goal is for all its activities. It should also reflect the institution's vision. In this regard, arts management expert Jillian Henbury Poole says: "You are the head of a city museum. Everyone knows what your institution is doing. Why do you need to state your mission? Or are you a ballet troupe? You perform ballet. What is your mission? What else do you need to talk about?"

The short answer is: "There is still a lot to talk about."

The city museum:

- What kind of museum is it?
(historical, ecological, artistic)
- Why was it created?
(for educational purposes, scientific research, to employ scientific personnel?)
- Who is it aimed at?

(scientists, children, tourists, researchers from other countries?)

- What programs does it offer?

(lectures, excursions, exhibitions of unique exhibits?)

- What unique objects are in its collections?

(for the city, region and country?)

City ballet:

- What do you show?

(classical repertoire, modern ballet)Shaxar baleti:

What do you show?

(classical repertoire, contemporary ballet)

- Do you operate seasonally?

- Who do you want to attract?

(parents with children, children or foreign tourists)

- What special programs do you offer?

(educational or special programs for young dancers)

- What unique opportunities do you offer?

(for the city, region or country)

All art institutions should answer the above questions, because defining their mission is becoming a requirement of today. Although expressing the mission seems easier than it seems, there are some difficulties. Depending on the mission, the goals and objectives of the institution are determined. The mission should serve as the main criterion for the manager to make decisions and make choices. Before implementing any program in an art institution, it is necessary to check whether it contradicts the mission of the institution. For example, if an ethnographic museum receives an offer from a wealthy patron to hold an exhibition dedicated to the avant-garde in the museum halls for a certain period of time, the manager should think carefully before accepting this offer, because it is well known that this offer does not correspond to the mission of the museum. Today, in order to implement effective management and make plans for the future, the gallery must define its mission. When creating it, the first drafts are discussed with all department heads. The practice of some large art institutions shows that the process of creating a mission begins with the department heads completing a sample plan prepared by the manager.

Strategic planning in management has a similar task to the task of each leader, namely to provide a basis for managing the members of the management object, and the fact that the set of decisions of the management in action is aimed at developing a strategy allows it to develop effectively in the present and, above all, in the future.

Currently, the growth of information and knowledge makes it necessary to anticipate the future problems and opportunities of the organization and develop the necessary information.

Strategic planning reduces the risk of decision-making by providing accurate information to managers about the organization's capabilities or the impact of the external environment.

Strategic analysis is, by its nature, a pre-planning stage, in which an analysis of the internal and external environment is conducted to determine the current state of the management object's activities and the conditions for its future development. These analysis indicators are the starting point of strategic planning.

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management object's activities and the conditions for its future development. The indicators of this analysis are the starting point for strategic planning.

To assess the state of the activities of organizations in the field of art, experts suggest using the SWOT and STEP methods.

The SWOT method, which is distinguished by its generality and flexibility, is suitable for analyzing the activities of organizations in the field of art.

SWOT analysis:

S – strength

W – weakness

O – opportunities

T – threatens

SWOT analysis is used to assess the strategic capabilities of an organization. At the same time, this method can also be used to objectively assess competitors.

A 2x2 matrix is created for analysis:

S	W
O	T

The matrix describes the institution from the perspective of its competitiveness. The upper quadrants describe the internal environment of the institution, and the lower quadrants describe the external environment.

The left quadrants describe the institution's strengths and weaknesses, and the right quadrants describe its weaknesses.

SWOT analysis (Table 1.2.4) is a key component of the institution's strategic planning.

During the SWOT analysis, strengths and weaknesses, opportunities and threats, that is, external and internal factors affecting the development of an art institution, are compared. For example, in a museum, internal factors - the number of visitors, collections, exhibition activities, visitor services, financing, revenue generation and generation - can be its weaknesses as well as its strengths.

For the analysis of the external environment, that is, the macro environment, methods such as STEP, ETOM, QUEST are widely used by managers. STEP is a method of analyzing the macro environment based on the study of social, technological, economic and political factors, and is useful for studying the external environment for organizations in the field of art.

Today, in order to attract external investors to cultural and art institutions, that is, to implement local projects and establish activities that meet today's requirements, fundraising or attracting sponsors (in English, it is called "fundraising") is a widely used and positively affecting field in the culture and art sector of developed countries of the world, through which the audience of cultural centers can be increased, useful and beneficial offers can be made for them, and cultural services that meet the demand are provided, guidelines have been revealed based on modern methods.

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