IBESI

D3.3 – Evaluation of Crowdfunding Pilot programme

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General Information

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Deliverable lead	Katalista Ventures (KV)
Contributing partners	Baltic Innovation Agency OÜ (BIA) Reach for Change (RfC)

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Acknowledgements

About this evaluation

The primary goal of this evaluation is to assess the overall effectiveness of the Crowdfunding pilot programme conducted within the IBESI project. The evaluation aims to generate insights that will contribute to enhancing the future success of social business crowdfunding competence development initiatives. To achieve this, the evaluation addresses the following key questions:

- What were the outcomes and measurable results of the Crowdfunding pilot program?
- To what extent are Baltic social businesses equipped with the knowledge and readiness required to successfully develop and execute crowdfunding campaigns?
- What are the major challenges that hinder the success of the Crowdfunding pilot and other crowdfunding campaigns in this sector?
- What were the key strengths identified in the Crowdfunding pilot? What are the critical success factors that contribute to the effective execution of crowdfunding campaigns for social businesses?
- How can this Crowdfunding program, and similar initiatives, be improved?

Data Collection Methods

Data was gathered using three key methods:

1. **Surveys.** Pre- and post-participation surveys were distributed to assess participants' preparedness for crowdfunding and their expectations (pre-survey), as well as to gather feedback on the programme and campaign outcomes (post-survey). Both surveys contained identical questions to measure changes in knowledge and readiness, allowing for a comparison of individual progress. While the 'Expression of Interest' (EoI) form received 25 responses and the pre-programme survey had 14 participants, the response rate for the post-programme survey was particularly low, with only 6 responses.
2. **Interviews.** Four individual interviews with participants were conducted after the pilot. These interviews provided qualitative insights into the strengths and areas for improvement of the program.
3. **Progress Monitoring.** Data was also collected through monitoring key metrics, such as:
   - Attendance rates at programme events.
   - Conversion rate: the percentage of participants who launched campaigns.
   - Success rate: the number of participants who reached their crowdfunding targets.

Evaluation framework and questionnaires are presented in the Annex 1 of this report.

Limitations of the Evaluation

Several factors limited the evaluation. First, fewer participants than expected may restrict the findings' generalizability. Second, despite follow-ups, the low survey response rate means results are more indicative than robust. Additionally, the small number of interviews may limit the diversity of perspectives on the program's effectiveness. Finally, reliance on self-reported data may lead to biassed responses, as participants might provide socially desirable answers rather than accurate assessments.

To address the low response rate to the post-programme survey, we implemented several strategies: we conducted follow-up communications and phone calls to encourage participation, focused on quick phone interviews for efficient insights, and analyzed the Expressions of Interest (EoI) and pre-programme surveys more thoroughly.

Description and outcomes of the Crowdfunding programme

Results of the Programme

The IBESI project wanted to pilot crowdfunding and learn whether this could be a source of alternative financing for social businesses. Until now, crowdfunding has been an underutilised opportunity to finance social innovation in the Baltic states, and the consortium also wanted to understand why.

The Crowdfunding pilot programme was implemented in four distinct stages:

1. **Stage 0: Recruitment and Needs Assessment**.
2. **Stage 1: Webinar Sessions**.
3. **Stage 2: Individual Support**.
4. **Evaluation**: The results of this programme are detailed in this report.

Participants also gained access to a wealth of resources beyond the webinars and consultations. This included detailed lists of various crowdfunding platforms suitable for Baltic social businesses, along with recorded webinars, presentations, and additional materials related to crowdfunding.

To maximize outcomes, the programme was delivered in two rounds, despite only one being initially planned. Group 1 of participants began the programme in October 2023, and Group 2 was formed in February 2024.

Stage 0: Recruitment and Needs Assessment:

In Spring 2023, the programme framework was developed, starting with desk research to identify crowdfunding options in the region and for social businesses in Europe. Experts were consulted to refine the support program, including meetings with Jelena Zovnikova (Fundwise, Hooandja) and Mauricio O'Brien (Eurocrowd).

Participant recruitment for the Crowdfunding pilot began in early Autumn 2023, using various strategies: online posts in Baltic NGO and social business groups, invitations to IBESI project participants, and outreach through partner networks and local SE organizations. These efforts resulted in 25 expressions of interest.

Stage 1: Webinars sessions

On the 11th of August 2023 an 'info session' was delivered through an online webinar titled 'Introduction to Crowdfunding', 23 participants attended that session. The info session included an overview of different types of crowdfunding, examples of crowdfunding campaigns from social businesses, and a presentation of various crowdfunding platforms. Then in late Autumn of 2023 the programme commenced with an online kick off meeting that introduced participants to crowdfunding and outlined the program's objectives. This was followed by a series of five webinars led by various speakers, covering the following topics:

- **Webinar 1 -** Is Crowdfunding for me? (30.10.2023)
- **Webinar 2 -** Crowdfunding Case studies (06.11.2023)
- **Webinar 3 -** Campaign strategy development (13.11.2023)
- **Webinar 4 -** Campaign materials (20.11.2023)
- **Webinar 5 -** Campaign guidance to reach potential backers effectively (27.11.2023)

11 individuals participated in the kick-off webinar, with 8 attending the subsequent webinars. While it is possible that some participants viewed the recorded sessions, tracking this engagement was not feasible.

Stage 2: Individual support

In the second stage, participants who completed the webinars or showed readiness received several sessions of one-on-one consultancy from crowdfunding experts, tailored to the specific needs of each organization to help launch their campaigns.

Initially, 10 organizations were expected to progress to this stage, but only 3 from the first group proceeded to individual support. Starting from February 2024, a second group of 8 participants was recruited. Several participants of Group 2 participated in an online info session on the 1st of February 2024, while others joined the programme later on. All participants had access to the previously recorded webinars and programme's learning materials. 5 social business organisations from the second group moved on to the Stage 2 - personalized consultations.

In total, 8 social businesses (3 from Group 1 and 5 from Group 2) completed the programme by engaging in at least one session of tailored support (most of them have participated in multiple sessions). Participants included three from Latvia, three from Estonia, and two from Lithuania. Of these, two have launched their crowdfunding campaigns, and one plans to do so soon.

Stage	Participants
GROUP 1 (formed in Autumn 2023)	
Expressions of Interest (Initial interest in the program)	**25**
Info session 'Introduction to Crowdfunding' (11.08.2023)	**23**
Kick-off Webinar	**11**
Subsequent Webinars	**8** (+ some who watched recordings)
GROUP 2 (formed starting from February 2024)	
Expressed interest in the programme (forms were not filled in the case of Group 2)	**8**
GROUP 1 and GROUP 2	
Participated in Stage 2 (individual support) (i.e. Expressed interest in developing crowdfunding campaigns)	**8 (3 from Group 1 and 5 from Group 2):** GROUP 1 1. SAULE SIA (Latvia) 2. TEXTALE (Lithuania) 3. Neredzamā Pasaule (Latvia) GROUP 2 4. Banned Books Museum (Estonia) 5. Yanantin Alpaca (Estonia) 6. Koomen (Estonia)

	7. SIA Mental Health & Gamification (Latvia) 8. VšĮ Centras "EIK" (Lithuania)
Successfully Launched or are about to launch their campaigns	**2:** launched: VšĮ Centras "EIK" and SIA Mental Health & Gamification + **1** is planned to be launched in a few months: TEXTALE (Lithuania)

Readiness of Baltic Social Businesses for Crowdfunding

The Crowdfunding pilot programme and insights from its development provide valuable answers to the question of how well-equipped Baltic social businesses are to successfully launch and execute crowdfunding campaigns.

On a positive note, there is **growing interest in crowdfunding** among social businesses. Just a few years ago, crowdfunding platforms were almost non-existent in the region, and few people were familiar with this fundraising approach. Now, awareness is growing, and many Baltic social businesses are starting to explore crowdfunding. Notably, **64% of respondents** who filled out the expression of interest form reported that they already had a clear idea for a potential crowdfunding campaign. This shows that the interest and ideas are there, but significant **challenges remain**.

To begin with, the number of social business crowdfunding campaigns in the Baltic region remains relatively low. One of the program's webinars aimed to present successful examples to inspire participants, but it was challenging to find relevant cases. By the end of 2023, **fewer than 10 successful crowdfunding campaigns by social businesses across the Baltic states** could be identified. This scarcity highlights the significant barriers these organizations face, confirming that their overall readiness is still quite low.

Moreover, despite an active recruitment strategy and the proactive support of the program's experts, only **2 out of the 33 organizations** that showed interest in the programme (25 expressed interest through forms, while 8 were directly recruited as part of Group 2) actually launched their crowdfunding campaigns. This **conversion rate of 6 %** further reflects the relatively **low level of readiness** among Baltic social businesses.

The **key conclusion suggests that crowdfunding for social businesses in the region is still in its early stages.** Many Baltic social businesses might have some general ideas and be

initially willing to develop their crowdfunding campaigns. However, many of them are working to develop their general capabilities that might be relevant for crowdfunding (e.g. development of the organisational strategy, fundraising skills) and may benefit from additional resources till they are actually ready to launch their campaigns. Moreover, a significant reason for their decision to either not continue this specific programme or **to postpone the launch of crowdfunding campaigns in general is the simple lack of time and necessary resources.**

Key Challenges Identified

Through the surveys and interviews, several key challenges were identified that are preventing social businesses from successfully launching crowdfunding campaigns. Two fundamental challenges include:

1. **Limited Capacity**: Many Baltic social businesses are **micro-organizations with only 1-2 employees**, which limits their ability to dedicate sufficient time and resources to a crowdfunding campaign. The majority of participants in the pilot had very small teams, and a **lack of time** and **competing priorities** was the most common reason given for dropping out of the programme or choosing not to start a campaign.

2. **Skills Gap**: Some social businesses **lack the fundamental skills** required to develop and execute a successful crowdfunding campaign. For instance, **23 out of 25 respondents in their EoI forms** indicated a need for support in **campaign strategy development** and in **creating campaign materials** (e.g., visuals, scripts, and videos). These are essential skills for crowdfunding success, yet many participants lacked them. The challenge is that these skills go beyond crowdfunding and need to be developed over time. The pre-programme survey showed that many participants also perceived themselves as **lacking basic experience in promoting their organization**, making it difficult to benefit fully from the program's webinars and support. For example, only 3 out of 14 respondents felt confident in their ability to create compelling content for their crowdfunding campaigns, and the same low number felt confident in promoting their campaigns effectively.

There are also some additional challenges:

3. **Crowdfunding Platform Limitations and Lack of Inspiring Examples:** There are few platforms suited to small social businesses in the Baltic states. International platforms tend to be too large and lack a regional focus, while local platforms have limited financial success stories particularly from social businesses. This absence of

proven success makes it more challenging for other businesses to justify the time and effort required to launch their own crowdfunding campaigns.

4. **In the Baltic states, the culture of charitable giving and crowdfunding is still developing, which influences the expectations of social businesses.** While social businesses may perceive that the likelihood of raising significant sums through crowdfunding is low, it's important to note that there is a growing trend of generosity among the population, with some impressive examples of fundraising initiatives.

   However, the overall culture and financial capacity for giving are not yet as established as in Western Europe, where such practices are more common. As a result, launching a crowdfunding campaign can seem daunting, as it requires considerable resources, including time, effort, and skills. Many businesses may be hesitant to commit to crowdfunding when the path to a successful outcome feels uncertain, but the increasing interest in giving suggests potential for growth in this area.

Challenges and Limitations of the Programme

1. **Managing Expectations:** One of the challenges was related to **managing participants' expectations**. Some participants decided to drop out of the programme after the initial webinars when they realized how much time and effort would be required to develop a successful crowdfunding campaign. Participants weren't adequately informed upfront about the resources needed, which likely contributed to the high dropout rate. A few respondents to the post-programme survey also indicated that the **expectations for the programme could have been clearer**. Specifically, they expressed uncertainty about the type of support they would receive during consultations and how much hands-on assistance would be provided in developing their crowdfunding campaigns.

2. **Participant Proactivity and Engagement:** While the programme was designed with the **principle of offering expert guidance and support**, participants were expected to be proactive and engaged in the development of their campaigns. However, due to **limited capacity**—many social businesses have few employees and are already stretched thin—participants found it difficult to stay committed unless they saw guaranteed value. Additionally, **low skills and readiness levels** among participants suggested that more hands-on and continuous assistance, rather than occasional consultations, may have been needed to support their success.

3. **Lack of Group Work and Peer Support:** A broader insight is that the programme involved a lot of **individual work**, which may have contributed to participants being more likely to drop out. The absence of working in groups with other social businesses and **sharing progress regularly** may have also played a role in the **low number of participants** who went on to launch their crowdfunding campaigns. Peer support and group dynamics could have helped sustain engagement throughout the programme.

4. **The tension between the need for general business development support and and crowdfunding support:** Whilst it was not evaluated, through the consultations with groups, it was clear that **many needed support with various aspects of their business**. This included market analysis, pricing and wider strategy development. This is related to point 2 above and the need for '**more hands-on and continuous assistance**'; that these could be integrated.

Strengths of the Programme

Although the low response rate limits definitive conclusions, participants generally viewed the programme positively. All survey **respondents indicated they would recommend it to peers**, and interviewees echoed this sentiment.

The key strength of the **crowdfunding pilot programme was the significant improvement in participants' skills and knowledge about crowdfunding**. Interview responses revealed that even those who hadn't launched campaigns now feel much more knowledgeable and better equipped to manage crowdfunding efforts. Many participants entered the programme with little to no understanding of crowdfunding, as it was a new area for them. The EoI survey confirmed this, showing that prior to the programme, most participants were unfamiliar with crowdfunding platforms. By offering a comprehensive list of platforms and providing tailored training, the programme gave participants valuable insights. Key topics included platform options, types of campaigns, community building, and effective ways to present their organization to potential donors.

The programme's impact extended beyond crowdfunding. In the post-programme survey, 4 out of 5 participants indicated they would likely apply the knowledge and skills gained to their organizations, even outside crowdfunding (rating 7 or higher). Interviewees also highlighted acquiring general skills, such as business model development, activity promotion, and improved communication, which they found valuable for enhancing their organization's overall effectiveness and outreach.

Another key strength of the programme was the **expert consultations**, which participants found essential. Interview feedback indicated that organizations benefited from tailored advice on improving campaign descriptions, business models, and platform selection. In some cases, the guidance extended beyond crowdfunding, helping refine broader business strategies, underscoring the importance of expert support for similar initiatives.

The programme successfully **highlighted the existing challenges faced by social businesses in the crowdfunding landscape**. Acknowledging that many social businesses are not yet ready to embark on crowdfunding initiatives is crucial information for stakeholders. This awareness underscores the need for general training programmes and the enhancement of foundational skills before introducing new crowdfunding programmes specifically tailored to social businesses. By identifying these challenges, the programme paves the way for future initiatives that can better support social businesses in their crowdfunding efforts.

Good case examples

In this chapter, we will present two case studies of programme participants who successfully launched their crowdfunding campaigns.

Case Study: Crowdfunding Campaign by Center "Eik"
https://www.aukok.lt/projects/Give-the-joy-of-running-to-children-with-disability
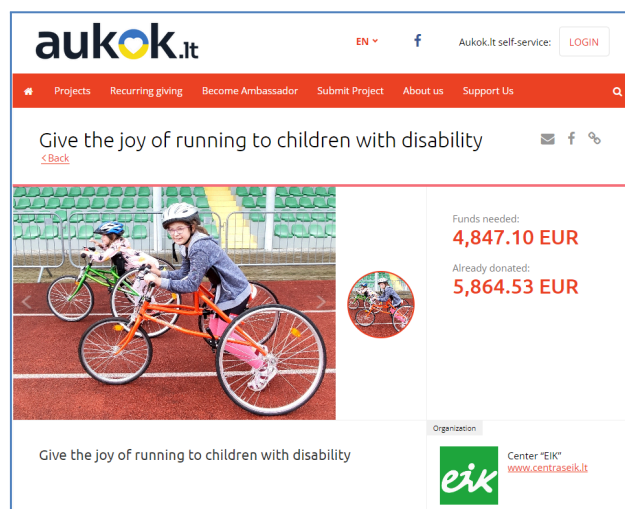
Introduction

Center "Eik" is a Vilnius-based social business that supports individuals with disabilities and their families through active leisure, self-expression, and mutual support. Using specialized

tools like running tricycles, the organization promotes both physical and emotional well-being.

The goal of their crowdfunding campaign was to raise funds to expand their physical activity programs to include children with disabilities. This campaign was launched on Aukok.lt, a Lithuanian donations-based platform specifically designed for social impact organizations. The funds raised would provide young participants with access to adapted tricycles, allowing them to engage in physical activities, sports festivals, and competitions.

Challenges Faced

While the campaign was ultimately successful, Center "Eik" faced some challenges prior to launch. The team lacked experience in creating strong visual content for their campaign, which they believed would have further enhanced their promotional efforts. Additionally, they acknowledged that promoting their campaign was a challenging aspect of the process. Although they initially did not think it would be a significant concern, they now believe that additional external support for campaign promotion would have been very beneficial once the programme concluded.

How the Crowdfunding Programme Helped

The Crowdfunding Programme provided valuable support, particularly through consultations with an expert familiar with crowdfunding on Aukok.lt. As it was the organization's first time launching such a campaign, the expert's advice on improving the content was critical. This included tips on making descriptions more concise, emphasizing key points, and enhancing the overall presentation of the campaign materials. These improvements were key to attracting donor attention and increasing engagement.

Results of the Campaign

Center "Eik" exceeded their crowdfunding goal, raising a total of 5,864.53 EUR on Aukok.lt, surpassing their target of 4,847.10 EUR. This success allowed the organization to purchase additional tricycles for children with disabilities, expanding their inclusive physical activity program.

Several factors contributed to their success:

- **Team Initiative and Promotion Efforts:** The team invested significant time and effort in promoting the campaign across various cities and events. The social target groups, including children and their parents involved in the organization's activities, also helped in spreading the word.

- **Diverse Fundraising Strategy:** EIK used a multi-channel approach, combining online messaging, participation in relevant events like the Vilnius Marathon, and QR codes that made the donation process easy.
- **Emotional Appeal:** The campaign's focus on children with disabilities resonated deeply with potential donors, enhancing the campaign's effectiveness.
- **Platform Choice:** Aukok.lt was an ideal platform, as it attracts donors interested in supporting social impact organisations. This additional traffic helped boost their campaign beyond their direct outreach efforts.

Lessons Learned & Takeaways

For other social businesses considering crowdfunding, Center "Eik" advises:

- **Try and Participate:** Even if the first attempt doesn't fully succeed, use it as a learning experience, refine your approach, and try again.
- **Set Specific Targets:** Focus the campaign on a clear, specific goal with a well-defined financial ask. Donors should understand exactly what their contribution will achieve. For example, Center "Eik" made it clear how many tricycles would be purchased and how many children would benefit. Avoid vague requests for general donations; concrete results are more compelling.

Case Study: Crowdfunding campaign by SIA Mental Health & Gamification

https://www.hooandja.ee/en/projekt/storytilecraft

Introduction

SIA Mental Health & Gamification (Latvia) is an innovative organization dedicated to enhancing mental health and emotional well-being through gamification and interactive tools. The organization aims to provide engaging solutions for families, particularly in facilitating communication between parents and children.

SIA Mental Health & Gamification launched a crowdfunding campaign on Hooandja, an Estonian donation-based platform, to raise funds for the StoryTileCraft app. This innovative app aims to enhance connections between parents and children through joint storytelling and drawing, improving communication, emotional intelligence, and resilience among children, particularly those facing psychological challenges.

The funds raised will be used to create instructional videos (30-40 minutes total) to help users master storytelling and drawing tools, hire UX testing specialists to improve the app based on user feedback, and develop additional features, including a joint drawing option for remote collaboration.

Funds Needed: €1,080

How the Crowdfunding Programme Helped

The crowdfunding programme significantly supported SIA Mental Health & Gamification in its initial steps, providing invaluable materials for building a strong campaign foundation. Access to an expert helped the team clarify its target audience and refine their campaign description through practical reviews. This expert not only deepened their understanding but also facilitated connections within the crowdfunding community. Even after the programme ended, the team continued to engage with experts at various events, enhancing their confidence and readiness for success in the crowdfunding landscape.

Results of the campaign

As of now, the campaign has not yet collected any funds. However, there is still ample time to reach their funding goal before the deadline in December 2024. The organization remains optimistic about engaging potential supporters and demonstrating the impact of the StoryTileCraft app on family communication and emotional well-being.

Success Factors for Launching the Campaign and Advice for other Social Businesses Considering Crowdfunding:

- Iterative Feedback: Actively seeking feedback from diverse individuals strengthened their proposals and allowed them to refine their approach based on raised questions.
- Self-Reflection: Engaging in self-reflection helped them anticipate challenges and prepare for discussions.
- Thorough Preparation: Anticipating questions during planning enhances overall readiness.
- Be Active and Execute: Taking action is essential to turning ideas into reality.
- Develop a Clear Plan: A well-defined plan maintains focus and increases the likelihood of success.

Enhancing Future Crowdfunding Programs: Opportunities for Improvement

The Crowdfunding programme evaluation process provided valuable insights that helped identify key ideas for enhancing similar crowdfunding programs in the future:

It may be **worth considering a temporary pause on new relatively wide-scale crowdfunding-focused programs that try to support many participants at once and to prioritize** individual on demand flexibly tailored support for organizations that have already developed strong business strategies, expressed interest in crowdfunding by themselves (instead of expressed interest only after receiving the invitation to participate in the programme).

Moreover, the **initiatives that enhance the overall readiness of Baltic social businesses to run a successful organisation could be more beneficial at this stage.** Particularly, there is a need for programs aimed at improving general skills, business strategies, and communication techniques for social businesses in the Baltic states.

Integrate with broader social business development programs: Crowdfunding should be paired with general social business development initiatives, such as incubators and accelerators, to build foundational skills. Many social businesses in the Baltic states lack essential components like strong communication skills, a clear organizational vision, a well-defined business model, and a strong community of potential donors. Moreover, **rather than focusing solely on crowdfunding as the end goal, support should be broader, emphasizing upskilling and access to various financing options**. Experts can then guide social businesses in identifying the most appropriate funding sources and next steps, based on their specific needs and circumstances.

Expand one-on-one consultations with experts: Personalized consultations were one of the programme's strengths. These should start at a basic level, with the initial focus on scouting the organization's general business model and future plans before progressing to more targeted advice. These consultations could be even more comprehensive and active.

Set clear expectations upfront: From the outset, communicate the time and effort required to create a successful crowdfunding campaign. It's important to manage participants' expectations, clarifying that the campaign development is their responsibility while the programme provides guidance and support, rather than doing the work for them.

Including information about the average working hours needed for the programme and the launch of the campaign in invitations and commitment agreements can help ensure participants are adequately prepared for the commitment required.

Ensure Absolute Clarity on Programme Structure and Expectations: It is important to communicate the entire programme structure with complete clarity, ensuring no room for misunderstanding. This includes not only the expectations but also the overall plan, the type of consultations and support they can expect, and the role of experts throughout the process. Providing written materials with examples and detailed descriptions would help participants understand the level of involvement and guidance they will receive. While adjustments can be made to meet individual needs, the foundational aspects must be clear from the start.

Showcase successful crowdfunding campaigns: Start the programme by showcasing as many successful case studies as possible to boost participants' confidence in the potential of crowdfunding. Given that there are limited examples of social businesses' crowdfunding campaigns from the Baltic states, it may be helpful to include cases from NGOs or startups as well. It's also crucial to highlight simpler examples and emphasize that even small organizations with limited resources have managed to create successful campaigns. This is important because at least one participant mentioned feeling intimidated by the larger examples and doubting their ability to create something similar.

Provide sufficient time for campaign development: Many social businesses are small and manage multiple tasks simultaneously. Therefore, they may only be able to focus on crowdfunding in stages, rather than completing the campaign quickly. Offering an extended timeline (at least a year and a half if it is required to start and finish a campaign) would be beneficial.

Select participants with a prior interest in crowdfunding: Those who have already shown an interest in crowdfunding are more likely to stay committed and launch their campaigns. Successful examples demonstrate that these individuals are most likely to follow through.

Additionally, considering a small fee for the programme may increase commitment levels, as participants who invest financially are often more dedicated. While this approach might reduce the number of interested participants, it could lead to a more engaged and committed cohort.

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Annex 1: Evaluation framework and questionnaires

Theoretical model and evaluation framework

The main goal of the Crowdfunding pilot was to raise participants' competences and confidence level to launch successful crowdfunding campaigns. This means that Crowdfunding pilot can be perceived as the training programme. Therefore, evaluation questions were built following the logic of the Kirkpatrick model. This model is a widely used framework for evaluating the effectiveness of training programs. Developed by Donald Kirkpatrick, it consists of four levels of evaluation (see table below). Another - 'zero' - evaluation level, the readiness and initiative of social businesses to start a crowdfunding campaign, was included additionally.

Level of evaluation	Data collection method
Level 0: Overall readiness and intention to start crowdfunding programme	Express of Interest (EoI) survey Pre-programme survey
Level 1 Reaction: the degree to which participants perceive the activities of Crowdfunding pilot as favourable and relevant	Post-participation survey and interviews
Level 2: Learning: the degree to which participants acquire the intended knowledge, skills, attitude, confidence, and commitment based on their participation in the Crowdfunding pilot	Post-participation survey and interviews. Comparison of results from pre and post participation surveys (only partly because of the low response rate of post-programme survey)
Level 3: Behaviour: the degree to which participants apply what they learned during the Crowdfunding pilot	Post-participation survey and interviews Monitoring of the progress
Level 4: Results: the degree to which targeted outcomes occur as a result of the training and application of the acquired competences.	Post-participation survey and interviews Monitoring of the progress

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KATALISTA VENTURES

Reach for Change

SOCIAL ENTERPRISE ESTONIA

Questionnaire: Pre-participation survey

On a scale of 1 to 10, How much do you agree with the following statements:

Name of your organisation: ___

General knowledge

- On a scale of 1 to 10, How would you rate your current knowledge about crowdfunding concepts and strategies? (asked before and right after the pilot)

Specific knowledge

- I and my team possess sufficient **knowledge about crowdfunding platforms** and can effectively choose the most suitable platform for our organisation
- I and my team have sufficient competences to **develop the idea of the crowdfunding campaign** (e.g. business plan, the goal and financial target of the campaign).
- I and my team have sufficient competences to effectively **create compelling content for our crowdfunding campaign**, including writing a detailed campaign description, designing visuals, and communicating the essence of our idea.
- I and my team possess the necessary competences to effectively **promote our crowdfunding campaign**, including reaching potential funders, creating and managing advertisements, and implementing promotional strategies.

Confidence rate

- I am very **confident** in my and my team's ability to create and manage a successful crowdfunding campaign?

Overall goal

- Open question: Please share specific outcomes or achievements that, in your view, would signify the success of your participation in the crowdfunding pilot and indicate that your expectations were met.
- I agree to make sustained efforts to achieve this goal. (check)

Questionnaire: Post-programme survey/ interviews

- **Which activities did you participate in during the crowdfunding program?**
  (Select all that apply)

  · I attended live webinars
  · I watched recorded webinars

- · I reviewed the provided materials on crowdfunding (e.g., presentation slides, list of crowdfunding platforms)
- · I received individual consultations
- · Other (please specify)"

Level 1: Reaction

- On a scale of 1 to 10, how relevant to your needs was the content presented in the Crowdfunding programme?
- On a scale of 1 to 10, How likely are you to recommend this programme to your colleagues or peers?
- OPEN QUESTION. What parts and/or topics of the Crowdfunding programme did you find most useful?
- OPEN QUESTION What suggestions do you have for improving the Crowdfunding programme?

Level 2: Learning

same questions as in pre-programme survey.

General knowledge

- On a scale of 1 to 10, How would you rate your current knowledge about crowdfunding concepts and strategies? (asked before and right after the pilot)

Specific knowledge

- I and my team possess sufficient **knowledge about crowdfunding platforms** and can effectively choose the most suitable platform for our organisation
- I and my team have sufficient competences to **develop the idea of the crowdfunding campaign** (e.g. business plan, the goal and financial target of the campaign).
- I and my team have sufficient competences to effectively **create compelling content for our crowdfunding campaign**, including writing a detailed campaign description, designing visuals, and communicating the essence of our idea.
- I and my team possess the necessary competences to effectively **promote our crowdfunding campaign**, including reaching potential funders, creating and managing advertisements, and implementing promotional strategies.

Confidence rate

- I am very **confident** in my and my team's ability to create and manage a successful crowdfunding campaign?

- **How has your willingness and initiative to start a crowdfunding campaign changed compared to before you participated in the program?**
  (Select one, and please elaborate if possible)

  - ○ Significantly increased
  - ○ Somewhat increased
  - ○ Stayed the same
  - ○ Somewhat decreased
  - ○ Significantly decreased
- **Please explain the reasons for this change: _____**

Reasons of not launching a campaign at the end of the programme:

- **What challenges did you encounter that prevented you from launching your crowdfunding campaign at the end of the programme?**
  (Select all that apply)
  - ○ Lack of time
  - ○ Lack of financial resources
  - ○ Insufficient knowledge about crowdfunding
  - ○ Lack of confidence in campaign success
  - ○ Personal or family reasons
  - ○ Difficulty with the technical aspects of setting up the campaign
  - ○ Inadequate marketing skills or tools
  - ○ Lack of support or mentorship
  - ○ Unclear legal or financial aspects
  - ○ Other (please specify): _____
- OPEN QUESTION: What support or changes to the programme would have increased the likelihood of you starting your campaign?

Level 3: (expected) behaviour level

- On a scale of 1 to 10, How likely are you to apply the knowledge and skills gained from the Crowdfunding pilot in your organisation?
- On a scale of 1 to 10, How likely are you to start your crowdfunding campaign during the next year?

Questionnaire: Interviews for good case studies

- **Can you describe your experience in launching your crowdfunding campaign?**
  (What went well and what challenges did you face?)

- **What specific aspects of the training programme helped you the most in starting your campaign?**
  (e.g., skills, knowledge, confidence, resources)
- **What motivated you to take the leap and launch the campaign after the program?**
  (Was there a turning point or particular support that made the difference?)
- **How has your campaign performed so far compared to your initial expectations?**
  (Are you on track, ahead, or behind your goals?)
- **What additional support or resources have been critical to your success since launching the campaign?**
  (e.g., mentorship, networking, marketing tools)
- **What advice would you give to others considering starting a crowdfunding campaign?**
  (What would you do differently, and what worked well?)
- **In hindsight, is there anything the training program could have done differently to better support your campaign launch?**