2018 ANNUAL REPORT

COLORS OF CONNECTION
Awakening capabilities through creative expression
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February 7, 2019

Dear valued friend,

Over the course of 2018, Colors of Connection (CC) has had the extraordinary opportunity to develop essential foundations for the organization, taking steps in strategic development that ultimately enable us to better serve conflict-affected communities and youth through our arts-based approach. We have made significant progress in moving forward with our vision for growth and development, from a start-up/incubation adolescent/growth stage into a full-fledged organization that is better positioned to provide our programming and sustain our work.

Beginning in 2018, we were fortunate to receive a 3-year capacity building grant from the NoVo Foundation Fund of Tides Foundation. This grant enabled CC to pay a part-time salary to the two co-founders of the organization, Christina Mallie, Project Director, and Laurie Reyman, Organizational Development Director. This was a significant mark of progress as this is the first time we have had paid personnel able to dedicate time for project and partnership research and development, fundraising, and building organizational capacity. With this funding opportunity, we made meaningful strides forward to build our organizational capacity, based on our three-year strategic plan for the period of December 2017 to November 2020. With these elements in place, we are prepared as an organization to manage and negotiate growth, while also improving our strategies for networking and engagement. Above all, this progress has poised CC to do better work, and achieve more results with the communities we serve.

In this report, we are excited to share our progress with you! None of our advancements would have been possible without the contributions of a number of volunteers, supporters and donors. This report features several of these individuals as a way to express our gratitude and emphasize how important the contributions of each has been to the work that we do. And, of course, none of this would be possible without the support of the NoVo Foundation Fund of Tides Foundation. We are incredibly grateful for their belief in the mission of Colors of Connection. Especially, their willingness to invest in the organization in order to help us grow and increase our ability to positively impact the conflict-affected youth and the communities we were created to serve!

Among our accomplishments during 2018 are a rapidly growing board of directors, strategic policies, procedures, systems and tools that follow best practices. We have made significant progress in our project development for adolescent girls in Eastern DRC in partnership with UNICEF and SAFECO, and with refugees and migrants in Seattle, WA, in partnership with Seattle World School, that shows potential for robust programming in years two and three for Colors of Connection.

Just as important as celebrating our successes, however, we acknowledge the challenges and roadblocks that have slowed our progress, and this report lays out strategies for how we will address them. The challenges we have encountered stem from limited staff capacity and relatively small networks and limited relationships...
with individuals, organizations and foundations. We are cognizant that increased staff time, and a more engaged and active board, are essential components to our ability to grow and accelerate our progress. The adage, “the more you put in the more you get out,” succinctly describes this challenge. In this report, we lay out specific strategies to address these challenges in 2019.

Of course, our ultimate goal is to scale our projects so that we can provide more quality programming for the populations we exist to serve.

We look forward to another year in which we will continue to build on the organizational foundations begun in 2018, and most compelling, to implement multiple projects!

We cannot express how grateful we are to have you on our team. We are so grateful for your support, which has enabled us to take great strides forward, and we are excited to continue to share with you the impact of your support over the next year!

With gratitude,
Co-Founders, Colors of Connection

Laurie Reyman             Christina Mallie,
Christina Mallie - Co-Founder & Project Director

The most important thing to know about me:
One of my greatest strengths is my will, and my ability to make things a reality. I also am thoughtful and creative, but my determination probably stands out the most.

Why I co-founded Colors of Connection:
Co-Founding Colors of Connection was an organic process. It came from a drive I have had for most of life - to be able to engage with the arts in the humanitarian realm and a deep love for the African continent.

What I hope for CC in 2019:
I hope that CC will continue to grow. I hope to see the “inner” work we accomplished in 2018 of setting a foundation, to see this come to fruition as we branch out into the world with multiple projects, collaborations and greater visibility.

THE ORGANIZATION

Who We Are

Colors of Connection (CC) is a non-profit organization whose mission is to utilize community-based art to nurture hope, cultivate well-being, and promote agency with conflict-affected youth and societies worldwide. Working with adolescents and their communities through the medium of art, we invest in building knowledge, skill sets and resources that strengthen their mental and emotional capacities, and allow them to move beyond the mindset of basic survival brought on by living through conflict. At the heart of our work is the belief that art is a powerful catalyst that can help people heal and rebuild their lives and communities. We envision a peaceful world in which everyone’s capabilities are awakened through creative engagement and put into action to benefit themselves, their communities, and others.

Our past project accomplishments demonstrate the powerful impacts of this innovative field. CC has successfully completed seven projects located in refugee camps and post-war areas in Sub-Saharan Africa directly benefiting 205 young people, and reaching an estimated 100,000 residents through a public mural-making process. Our projects have addressed the important issues of sexual violence, health promotion, peaceful cohabitation between ethnic groups, education for girls, and human rights.

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What We Do

1. Provide tools to create solution-oriented art: Using the medium of community-based public art, we create a platform for adolescents and community leaders to represent issues and values that are important to them. We focus on imagery that is based on what the community desires to promote in society as opposed to what they desire to prevent. This approach successfully promotes local strength, resilience, leadership, and assets-focused thinking.

2. Facilitate opportunities for healing, relationship-building, and knowledge-building: We create safe relational spaces which promote emotional expression and creativity. Within these spaces we provide arts-based programming that focuses on social and emotional learning, is therapeutic, and that builds capacity for critical reflection.

3. Build community: Our participatory approach engages with a range of societal actors, including power brokers, change makers, and conflicting and/or diverse segments of society, in a series of discussions which allow them to communicate and connect around shared values, responsibilities, and interests. We strive for the equal inclusion of actors from all sectors of society in our programs, including those who traditionally or culturally wield less power, such as women and girls, youth, ethnic and/or racial minorities, and those with a lesser socioeconomic status. With this work we challenge harmful power dynamics and build a more just community.

4. Build partnerships: We work with international and local partners to build local capacity and increase sustainability of our work through local ownership.
Why We Use Art

Since the beginning of human existence, art has been used as a form of personal and collective expression. It is a primal skill enabling us to express ourselves and connect to others in ways that surpass cultural, linguistic, and even psychological barriers. A growing body of research now confirms that art has the power to effectuate:

- Holistic healing
- Expression and communication
- Personal and community agency
- Relationship-building
- Deeper thought and reflexivity
- Holistic healing
- Expression and communication
- Personal and community agency
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Laurie Reyman - Co-Founder & Organizational Development Director

The most important thing to know about me:
I am a collection of all the diverse and unique places that I’ve called home, my family and the myriads of friends that I have been blessed with so far in my life. So many in fact that I have no answer to the question “where are you from?” Yet I am heart connected to dozens of places and hundreds of people all over the world. I have exchanged pieces of myself with all those places and people and now I am a collection of it all. My lifelong learning is how to accept and thrive and share in this multitude of who I am.

Why I co-founded Colors of Connection:
Colors of Connection began as a wondering, a “what if...” and as Christina and I began to examine that question through projects, we saw a great need that wasn’t being met and believed that what we could offer could help meet that need. And Colors of Connection was born.

What I hope for CC in 2019:
I hope that CC is able to find a platform that will allow thousands of people to learn about the work we are doing, raising our support so that we can start implementing a lot more projects, and changing a lot more lives!

Colors of Connection has developed a strong project model that integrates community-formulated approaches to programming. Our programs train groups of thirty to forty vulnerable young people over a period of three to four months in a psychosocial arts-based program. The youth learn new skills in painting and drawing, participate in activities designed to encourage reflection and emotional expression, build knowledge around important issues in the community, and engage in relationship-building activities.

The projects culminate in the collaborative creation of public murals designed to address relevant concerns using positive imagery which portrays community-based solutions. All projects are guided by local leaders in the communities who form a community arts council and are regularly consulted for input. The community-formulated aspect of our project model invites a participatory approach enabling the curriculum and program design to be meaningful and contextually appropriate to the communities with which we work.

How We Do It
“Before [the project] I was afraid of the other ethnicities, to be together with them. But attending the class changed me, now I understand them and can work together with them. And they understand me better too.”

CC Participant, ISSA, AGE 17 GOUDOUBO PROJECT

Impact 1: Social cohesion and overcoming deep divides in society that contribute to conflict.

Location: Goudoubo Refugee Camp, Malian Refugees, Burkina Faso

Colors of Connection’s projects utilize the arts to bring people together and to overcome animosity and fear between people. In this project, participants came from different ethnic groups who were engaged in violent conflict in their home country of Mali. Through art the participants were able to communicate beyond language barriers and usual forms of communication, which allowed them to appreciate each other’s humanity and respect each other’s culture. They were able to tell and listen to each other’s stories, developing more complex narratives and more nuanced understandings of identity.
Impact 2: Nurturing hope and promoting self-determination in a situation where there is almost a complete absence of this.

Location: Mentao Refugee Camp, Malian Refugees, Burkina Faso

When Christina first arrived in Mentao refugee camp the community leadership was very skeptical of the project. Some even didn’t want to participate because they were more focused on meeting basic needs such as health care and food. But by the end of the project they felt differently. As a result of the project, the community felt encouraged, motivated, energized, and empowered. The project addressed other powerful needs - a sense of hope and self-determination - that had gotten lost amongst all the other immediate needs of living in an undersourced refugee camp.

“This project was an example for all the partner (organizations) and for the community because it had shown that with will power anything is possible.”

Community Leader.
MUPHTAH AG MOHAMED, GOUDOUBO PROJECT

Muphtah Ag Mohamed, Vice President of committee of Men, gives a certificate of participation to Syatou, age 18, at the graduation ceremony, Mentao Refugee Camp, Burkina Faso, February 13, 2014
Before Colors of Connection’s projects in Goma, much of the imagery of women and girls depicted them as fragile victims as opposed to people with strength and agency in the face of sexual and gender based violence (SGBV). In response to the community’s concern about this, Colors of Connection worked with a group of teenage girls to create murals and portraits that show the strength, beauty, and courage of the women living in this part of the world - not the opposite. This story highlights the importance of listening to what a community’s concerns are and working with them to address them. It also shows what a key role art can play in addressing human rights issues. Art can be a powerful and appropriate medium to shift societal perceptions.

“When people look at my drawings, I want them to think that I am a woman leader and I want them to accept it. If I am able to draw myself then they can know that I am a woman leader.”

CC Participant, GOMA COURAGE IN CONGO PROJECT

“Other images in Goma stigmatize and victimize women. But, the images that you have created with this project have given value to women. These images show another side of women and women’s issues.”

Community Arts Council Member, GOMA, COURAGE IN CONGO PROJECT

Impact 3 : Amplifying a community’s voice and needs.
Location : Goma, Democratic Republic of the Congo, Adolescent Girls
Before the Courage in Congo project, there were only two young women in the city of Goma trained in visual arts (painting and drawing). Following the project, during which 35 adolescent girls were trained in basic visual arts skills and created two murals, one of the artist assistants from the project, who was also one of the formerly mentioned two trained female artists, decided along with the other project assistants, to continue arts training for young women twice a month. Today M'Shujarts! is the largest group of young women visual artists in Goma, and perhaps even in the larger region of Eastern Congo.

The initiative is conceived as a movement, open to all young women, and to collaboration with local organizations promoting arts and culture. The group includes 15-30 of the participants of Courage in Congo, as well as a few other new young women, and has thus far participated in several artistic public events in Goma. The project shows how one opportunity can spark continued growth and positive change in the lives of the youth and communities where we work.

"When people look at my drawings, I want them to think that I am a woman leader and I want them to accept it. If I am able to draw myself then they can know that I am a woman leader."

CC Participant,
GOMA, COURAGE IN CONGO PROJECT

Impact 4: Catalysing further positive change for participants and communities

Location: Goma, Democratic Republic of the Congo, Adolescent Girls
ACCOMPLISHMENTS IN 2018

I. Organizational model for growth that fits with the vision of the co-founders and is in line with our mission and values.

From January through June 2018 we engaged an organizational development consultant from Avenir Consulting, Richard Klopp. He contributed much needed expertise and knowledge of the humanitarian and development fields, informed by both academic research-based methods and practical real-world experience in developing organizations, specifically those that operate in Sub-Saharan Africa.

Mr. Klopp began by identifying where CC is positioned in terms of our organizational life cycle. We are currently between the start-up/incubation stage and the adolescent/growth stage. Based on this information, Mr. Klopp worked in a collaborative fashion with directors Laurie Reyman and Christina Mallie to successfully produce the following critical documents. These documents are outlined below and serve as our roadmap for growth:

1. Simple Organizational Logic Model

The Simple Organizational Logic Model defines at an organizational level our inputs, activities, outputs, outcomes, and impacts. Creating this model enabled us to clarify our mission and distill our focus to the essential components of our work. This document serves as a clear and simple guide to our impacts and what it takes to achieve them.

2. Business Model Canvas

The Business Model Canvas looks at the work of CC through a standardized business model which allows us to clearly articulate our key partners, activities and resources, our value proposition, customer relationships and segments, and channels and revenue streams. Analyzing CC from a business perspective helps us to make realistic and practical decisions on a day-to-day basis that allow us to better serve and accomplish our mission.

Nadia Fazal, CC Research Liaison
PhD Candidate, Dalla Lana School of Public Health
at the University of Toronto.

The most important thing to know about me:
I am a PhD Candidate at the Dalla Lana School of Public Health at the University of Toronto, and my research focuses on the role of the arts in bringing communities together to act on community-based issues that relate to promoting positive health and well-being. My research is based in Goma, DR Congo, and focuses on concepts such as agency, voice, and representation.

Why I joined CC:
In 2016 and 2017, I worked as the Psychosocial and Community Engagement Lead in CC’s project in Goma, Courage in Congo. CC’s community-based and assets-focused approach to arts-based programming inspired me, and I really wanted to continue to be involved with CC in some way moving forward. Following this project, I became CC’s Research Liaison, and have been enjoying this role ever since!

What I hope for CC in 2019:
My hope is that in 2019, CC continues to truly listen to the communities they work with in order to design creative projects that are in line with local community desires, dreams, and goals. By using an assets-focused and participatory approach, I hope that CC will continue to inspire communities to express themselves creatively and critically about issues that are of importance to them, and that through this CC will also grow, learn, and mature as an organization.
3. Development and Fundraising Plan

Our Development and Fundraising Plan is designed to create financial stability for the organization, to enable us to focus on programming, and to have overall greater freedom and flexibility in our operations. The plan focuses on building an annual fund based on contributions from individual donors. Research has shown that the best way to build a sustainable non-profit organization is by cultivating and stewarding a large base of individual donors who can provide a consistent and reliable funding source from year to year. In 2016 in the US, 72% of all charitable contributions came from individual donors. Our plan ensures that we pursue a path of fundraising and development that is financially stable for the organization. In the long run, this plan will allow us to focus more on programming rather than expending our resources and energy in chasing hard to source grants in order to keep running. It will also give us more freedom in programming as individual contributions are often not tied to specific funds.

The plan lays out a framework for an annual fund and defines program targets, as well as a full plan of implementation. Key components of building a successful annual fund are having a strong and invested board of directors, networking and building our connections through word of mouth and at conferences, member groups etc., pursuing opportunities to share our work and impact with the public through media, speaking events, etc., and most importantly cultivating our relationships with our donors and supporters.

While this area of fundraising is crucial to CC’s growth and survival, building an annual fund with a solid base of individual donors takes time. Based on the pattern of American charitable giving, our long-term goal is to receive approximately 70% of our funding from individual donors, 20% from charitable grants, and 10% from corporations. In the shorter-term while CC is working to build our individual donor base, our viability will rely heavily on charitable grants and funding from corporate partners.

To help us manage our development and fundraising activities we have set up and implemented various systems to help us navigate and manage our fundraising efforts. These include:

1. A Customer Relationship Management (CRM) system, Little Green Light, to track donations and cultivate relationships with our donors.

2. Use of Fluxx grant management database to help us track and manage grant research and applications.

We also identified our website as a key area to improve our branding and communication with donors, potential partners and friends of the organization. As such we have invested in a new design for our website that is considered to be the most effective at achieving the goals of portraying the organization’s impact and building a supporter base. With input from our new board member who brings marketing expertise, Kate Paulin Charles, our new website will: reposition the way we talk about our work and our cause in more simple and effective terms, enable supporters to take action more seamlessly, and follow best practices for non-profit website design.

Kate Charles - Board of Directors
Chief Strategy Officer at Seiden

The most important thing to know about me:
For as long as I can remember, I have wanted to find ways to help children around the world. I’ve closely followed the ups and downs in sub-Saharan Africa yet struggled to find ways to contribute my marketing skills to make a difference.

Why I joined CC’s Board of Directors:
Colors of Connection was a perfect match when I came across them and my marketing and business strategy is a helpful asset to the Colors of Connection team and future development.

What I hope for CC in 2019:
My hopes for 2019 are that Colors of Connection can continue to grow their awareness and find ways to reach more people by telling the stories of incredible artists created through this powerful mission!
To develop the new website we are currently working with a team of JP Morgan Chase technologists in the Force for Good Program. We were accepted into this JP Morgan Chase social innovation program which assists socially focused organizations with technology solutions to needs and challenges they are facing. We will work with this team through May 2019 to develop our new website and create an online presence that will help us achieve our mission as an organization.

4. Partnership Model

A shorter-term strategy for growth is outlined in our partnership model document which is comprised of a two-part strategy:

(I) partnerships with intergovernmental organizations (IGOs) or international non-governmental organizations (INGOs)

Strategic partnerships with IGOs/INGOs enables us to grow in the shorter term as we raise our profile, gain more experience, establish connections in the international aid, and development field and build our individual donor base. The logistics required to work in the African countries where our programs are currently focused are complex, intensive, and costly. These IGO/INGO partnerships provide CC with the requisite in-country logistical support for which we currently lack the funding and human resource capacity to provide for ourselves, and provide the IGO/INGO with a unique and effective program which adds value to their overall programming agenda.

(2) local partnerships with community-based organizations (CBOs) in the communities in which we work.

Strategic partnerships with CBOs enable CC to sustain the change we work to effect with communities. Our local partnership model is designed to strengthen the local partner’s ongoing programming by helping the partner to identify and incorporate appropriate arts-based activities that will add value to their programming and contribute to the enrichment and success of the program’s outcomes. This is a unique opportunity for CC to contribute creative resources and tools that are integrated at the local level. Our local partnership model reflects our commitment to sustain our work and ensure that we have a long-lasting impact. Combined, these four documents provide us with a solid base and framework for growth in both the short and long term.

Lynn Sanders-Bustle - Board of Directors Profile
Associate Professor and Art Education Chair, Lamar Dodd School of Art University of Georgia

The most important thing to know about me:
In my work as an art educator, like Colors of Connection, I strongly support the idea that art as a social practice, has the potential to empower, give voice, heal and create stronger communities.

Why I joined CC’s Board of Directors:
Art’s potential lies in its capacity as a social process to respond to the most pressing needs of society through collective efforts to offer more socially just alternatives. While the murals resulting from the efforts of C of C, youth, and community members are breathtaking and significant as works of art, the social process of making murals, in itself, is an art form that requires focused attention to community needs, values multiple voices and skillfully involves participants in the conception and creation of the work. This is what excites me about what Laurie and Christina are doing with community partners and as a board member, I am honored to be a part of such a remarkable organization and look forward to learning from their efforts and watching the organization grow.

Mohammed Elagib, CC Volunteer
Freelance graphic designer

The most important thing to know about me:
I am passionate about design and geometry. I enjoy using my skills for good as I find helping others very rewarding.

Why I volunteered with CC:
When I first I came across CC on an online volunteering platform, its unusual approach to supporting disadvantaged communities caught my attention, so I wanted to take part in developing its visual presence. What keeps me contributing to CC is its respectful team members who have made the volunteer experience a great one.

What volunteer work I did for CC:
Design of a sixty-page toolkit, some brochures and a postcard.

What I hope for CC in 2019:
I wish CC all the best with their upcoming projects and I hope that CC will successfully expand internationally in the near future so that more conflict-affected people can benefit from it.
We successfully secured in-kind support for some of our operational expenses.

1. Payroll: We elected to do payroll in-house in 2018 to avoid the expense of having it done by a payroll service. To do this we were able to get assistance from an accountant who helped us set up a payroll spreadsheet and trained the ODD in doing a monthly payroll.

2. Accounting: The same volunteer accountant helped the ODD set up Quickbooks to manage our accounting and provided some training in this area. The volunteer is still available to help with questions about the accounting and payroll.

3. Legal: We applied and were accepted to Trustlaw which is the Thomson Reuters Foundation’s global pro bono legal program for high impact NGOs and social enterprises. So far, we have received assistance from two law firms, Holland and Knight LLP and DLA Piper LLP, for various matters including questions about taxes, employment contracts and partnership contracts in the field. This is an ongoing opportunity for assistance.

4. Organizational Management and Marketing: We applied and were accepted into Google’s program for nonprofit organizations which provides the following services free of cost: G Suite, Google Ads (up to $10,000 of free advertising per month), YouTube Non-Profit Program, Google Earth and Maps, and Google donation tools. We are enrolled in G Suite and are in the process of enrolling in Google Ads. We intend to explore the other services offered to see how we can leverage them to further our organization’s mission.

5. Marketing: We have recruited a board member with expertise in marketing who assists us with branding, fundraising campaigns, and communications with donors. We also are registered as a nonprofit organization with Facebook which allows us to receive donations through Facebook with no associated fees. We are currently exploring ways to use Facebook’s free business services to target current and potential supporters.
6. Website Design: We worked with a website designer who charged us a greatly reduced fee for the design of a new website.

7. Website Development: We applied and were accepted to the JP Morgan Chase Technology for Social Good Force for Good program. We are working with a team of their technologists to develop a new website beginning November 2018 and to be completed in June 2019.

8. Graphic Design: A volunteer graphic designer has worked with us to design multiple documents including brochures and postcards.

9. Grant Research: CC’s membership in the Kota Alliance has provided free access to the Foundation Center’s online directory allowing us to conduct grant research.

10. Human Resources: Through the Academic Internship Council, we hired an intern with a background in political science and women-focused causes to work with us in our New York office over a two-month period. Her contribution of 40 hours a week during this period was invaluable and enabled both directors to more effectively carry out their work. The intern’s key responsibilities included assistance with grant research and our crowdfunding campaign, outreach to companies for in-kind donations, creation and posting of content for our social media channels, and maintenance of our CRM system.

Mischa Ipp, CC Volunteer
Actor/Producer

The most important thing to know about me:
I am passionate about storytelling and believe it is an imperative part in the development and growth of humanity.

Why I volunteered with CC:
Because what CC do is inspiring and makes a profound difference to young women.

What volunteer work I did for CC:
Voice coaching and recording for their videos.

What I hope for CC in 2019:
I hope that CC is able to continue to secure funding so they can access more and more towns and young women.

Ed Abrahamsen, CC Volunteer
JavaScript full-stack developer

The most important thing to know about me:
My word is my bond

Why I volunteered with CC:
To contribute my skills to a mission-based organization with an important purpose

What volunteer work I did for CC:
Added new functionality to the CC web site

What I hope for CC in 2019:
I hope that CC can expand the number of communities and projects they support by having smooth technology in place to devote maximum resources to outreach and impact
3. Fundraising

We successfully secured additional funding for the Tunaweza Portraits Project. The fundraising plan for the Tunaweza Portraits Project focused on the following areas:

**Individual Donors:** Our individual donors were approached through letters of appeal, emails, phone calls and a crowdfunding campaign. Through our letters of appeal, we received $9,289 and through social fundraising platforms such as a Chuffed campaign and Facebook and we raised $6,832. In total, we had 131 individual donors of which 82 were first time donors. Our average donation amount was $134.

**Charitable Foundations and Business:** CC approached fourteen charitable foundations and businesses for project support. Of these fourteen, three responded favorably and one is still pending. We were awarded $4,500 from charitable foundations and businesses.

**In-Kind Support:** Companies and individuals were approached for in-kind support for art supplies and air travel. Requests for art supplies resulted in $400 worth of supplies and an individual donor provided air miles for the Tunaweza Portraits Project worth $1,130.

**Product Sales:** In December we launched our very own Colors of Connection store, featuring products with a unique and beautiful design donated by artist and muralist Magda Love, as well as products sporting our lovely logo.

With a goal to raise $37,000, we raised a total of $24,132, falling short in our fundraising efforts by $12,868.

4. Board of Directors recruitment and engagement

1. New Board Members

We successfully recruited board member, Kate Paulin Charles, who has expertise in marketing and who is advising us on our communications with supporters and donors. She is currently a Chief Strategy Officer at the marketing firm Seiden in New York City.

We also recruited Eunice Jordan who has been a legal practitioner for the last 27 years, the last 14 in the financial sector.

2. Board Book

In order to create a high functioning and engaged board, Mr. Klopp conducted a training for CC Directors on board member recruitment and engagement, and assisted us in developing a recruiting and onboarding plan and materials for our board of directors. This included the creation of a “Board Book,” an online directory and compilation of electronic documents for board members to learn and better understand CC and the role of the board members. We now have a clearly defined process along with accompanying documentation for recruitment of board members and guideline for an onboarding orientation session with new board members.

Tim Ferchill, CC Volunteer
Corporate Controller

**Title/Profession:**
I am a semi-retired Corporate Controller who consults with a limited number of clients on financial, bookkeeping, and administrative issues. In addition to my pro bono work for Colors of Connection, I also volunteer with two charitable organizations in the Austin area.

**Why I volunteered with CC:**
My passion is supporting people and organizations that enrich communities and my work with Colors of Connection nurtures that passion.

**What I hope for CC in 2019:**
My hope for 2019 is that Colors of Connection serves more conflict affected children than ever!

Sherine Grizzelle, CC Volunteer
MBA, Accounting and Finance

**Title/Profession:**
MBA, Accounting/Finance. Prior NGO experience: Four years as Bookkeeper at Edna Manley School for the Arts social outreach team, tasked with using performance arts to enable women in inner city communities in Jamaica.

**What volunteer work I did for CC:**
Joined CC as volunteer Accountant Nov 2018

**Why I volunteered with CC:**
My passion for giving back goes beyond writing a check, so when I was presented with the opportunity to assist CC, it was a no brainer. It is my belief that communities require social non governmental support for prosperity and quality of life, which can be achieved through the arts.

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I am a semi-retired Corporate Controller who consults with a limited number of clients on financial, bookkeeping, and administrative issues. In addition to my pro bono work for Colors of Connection, I also volunteer with two charitable organizations in the Austin area.

**Why I volunteered with CC:**
My passion is supporting people and organizations that enrich communities and my work with Colors of Connection nurtures that passion.

**What I hope for CC in 2019:**
My hope for 2019 is that Colors of Connection serves more conflict affected children than ever!
5. Project Development

We had hoped to implement the Tunaweza Portraits Project in 2018 but due to insufficient funding we had to postpone the project until January 2019. However, we made significant strides in project development.

**UNICEF :** Goma, DRC. CC was invited to submit a concept note on arts-based adolescent girls programming to address issues of gender inequality, with the intent to contribute to the Programme for Extended Assistance to Returnees (PEAR+). PEAR+ supports community resilience via improved access to and demand for social services, as well as increased capacity of communities to identify and address the drivers of conflict in the DRC. Focus areas for CC programming would be in Rutshuru North Kivu, and Irumu, Ituri in post conflict zones. Following the submission of a concept note and budget, a contract for CC services is currently being drafted by UNICEF for a pilot project of 5 months to be implemented in August 2019 with potential for continued work with PEAR+ through 2020. UNICEF is interested in partnership with CC as they value our substantial investment in community-based discussion and dialogue, our innovative approach to working with gender inequality, and our focus on adolescent girls, a subgroup they are not adequately reaching in their programming.

**Seattle World School :** Seattle, Washington, U.S.A. Laurie Reyman, Organizational Development Director, now lives in Seattle, Washington and has identified a local school that after preliminary discussions is interested in partnering with CC. The school is called Seattle World School and is Seattle Public Schools’ culturally and linguistically diverse school for newcomer secondary students (Ages 11-20). It is one of only a few schools in the country designed as a preliminary entry point for immigrant children in their quest for academic achievement and full participation in American society. Many of these children come from areas of the world that are affected by conflict. The concept note is currently being developed by CC and the potential project would take place during the six-week summer term in July and August 2019, working with approximately 35 youth and their families, resulting in a mural in a public space near the school portraying positive messaging relating to an issue that the youth are facing. Funding for this project would be sourced from locally based funders and implemented in partnership with the school.
While CC’s main focus for programming is in parts of the world that have few opportunities for youth to engage in arts-based psychosocial programming, we see the value in implementing projects in the communities where CC staff live and work to effect change in our own communities and offer more opportunities for understanding the powerful role of art and social connection in emotional and psychological development. This project would also benefit CC’s work and other programming by raising our profile in the US and helping US-based friends and supporters relate to the work that we do abroad in a more concrete way.

SAFECO: South Kivu, Democratic Republic of the Congo. We have been successful in completing the initial steps in the partnership model to identify local partners in South Kivu, Democratic Republic of the Congo for future projects. Through this process we identified one organization: Synergy of Congolese Women’s Associations (SAFECO), a local CBO supported by the US-based non-profit, Hero Women Rising. SAFECO is a CBO that has a positive reputation in their community, has values aligned with CC, and capacity and willingness and interest in creative program development (all criteria for our local partner selection). SAFECO has identified areas for growth in creativity in one of their programs for adolescent girls: Girl Ambassadors for Peace. CC is currently in the process of creating a project design with SAFECO.

Search for Common Ground (SFCG): Regional Level of Central and Southern Africa, and headquarters in Washington DC. Initial discussions with SFCG on a regional and headquarter level have successfully identified potential areas of SFCG’s programming where CC can provide value added. This value added is in the area of youth programs in which the visual arts-based approach is underutilized. Next steps that CC will take are to discuss further with SFCG how a partnership would be formed, and specific programs that would be appropriate for partnership. Follow-up discussions are planned with the regional business development manager for Central and Southern Africa and the director of children & youth programs. This is discussed further in Section III: Challenges, and Section IV: Evaluation and Lessons Learned.

UN Women: Goma DRC. CC met with members of a team focused on Women, Peace and Security and SGBV from UN Women. CC submitted a concept note and budget. CC is awaiting feedback and response from the UN Women team in order to fully explore partnership potential.

International Rescue Committee (IRC): UK Office. Introductory conversations with the adolescent girls program were held, and IRC circulated our partnership invitation with the Women’s Empowerment and Protection Technical Assistants, and Child Protection Technical Assistants, with the intention to connect CC with relevant field projects.

Claire Lethielleux, CC Volunteer
Perfumery Engineer

The most important thing to know about me:
I am a dynamic person always curious about everything around me. I like travelling, making photos, and I like above all being with people.

Why I volunteered with CC:
I discovered CC by chance, my curiosity took over me and I do not regret it!

What volunteer work I did for CC:
I made some English-French translation of two documents in a future project taking place in Goma.

What I hope for CC in 2019:
I hope they will continue their beautiful projects around the world, these projects have a beautiful soul and help so many young people. It is nice to see this kind of association in our current a little bit selfish world. It warms your heart.

Toni Dolce - CC Volunteer
Creative Director Purple Critter Media

The most important thing to know about me:
Creative and resourceful entrepreneur living an amazing life in NYC and abroad.

Why I volunteered with CC:
The passion and dedication that Christina and her team devote to the Colors of Connection is inspiring. They in turn, inspired me to want to spend time working on a such a great cause.

What volunteer work I did for CC:
Guided the team during their video creation process

What I hope for CC in 2019 (and beyond):
That the connective spirit of art will weave its way through the hearts and minds of these women and that the effects will be generational.
CC identified areas of common goals and approaches between our programming and the IRC’s Girl Shine program model and shared these with the Adolescent Girl Specialist leading Girl Shine. It is clear that there has been an expressed interest in our approach as value added to IRC programming but further discussions are needed to develop a partnership. This is discussed further in Section III: Challenges, and Section IV: Evaluation and Lessons Learned.

6. Organizational Administration

In order to improve our organizational functioning and accountability we developed the following systems, tools, policies and procedures.

1. Set up and are utilizing ASANA, an online team work management and program planning tool
2. Created the following organizational policies and procedures:
   1. Financial and Control Policies
   2. Financial Procedures and associated forms
      1. Advance Funds Request Form
      2. Expenses Form
      3. Petty Cash Reconciliation Form
   3. Record Retention and Data Protection Policies
   4. Budgeting Process
   5. Child Protection Policy
   6. Confidentiality Policy
   7. Conflict of Interest and Related Party Information Questionnaire
   8. Personal Information Protection Policy Statement

7. New Partnerships

NoVo Foundation:
Colors of Connection received a 3-year capacity building grant from the NoVo Foundation Fund of Tides Foundation starting in December 2017, allowing us to begin operating part-time as an organization for the first time, rather than just on a project to project basis.

This is a very exciting and much needed development for us and we are committed to building our capacity in order to go to the next level as an organization.

The Alliance for Peacebuilding (AfP):
AfP is a member network of over 100 organizations in the peace-building field. These include academic institutions, small innovative non-profits and large development organizations. The grant has enabled CC to join AfP, and attend its annual conference PeaceCon, and network with its members. As discussed in Section IV: Evaluation and Lessons learned, joining AfP has been an important step in our organizational growth.

The Population Council:
Christina Mallie has worked with the Population Council as a consultant to develop creative assets and content to build these assets designed for adolescent girls in emergency and low-resource environments. CC contributes to the evidence-based programming for adolescent girls. Through this relationship we have and will continue to benefit from the adolescent girl focused resources of the Population Council including the recruitment strategies of the Girl Roster, and the existing Building Assets Toolkit. This grant has afforded CC time to integrate existing resources and innovate and share our own learning on work with adolescent girls with the Population Council and the broader community of practice. This relationship is a way for CC to engage with the broader work to advance the position of adolescent girls around the world, and to improve our own programming for adolescent girls. Publication of Mallie’s work with the Population Council is forthcoming.

The Kota Alliance:
CC became a member of the Kota Alliance in February 2018. The Kota Alliance is a social incubator for organizations serving women worldwide. CC’s membership with Kota has enabled CC’s Project Director to have an affordable workspace in New York City, and provided free resources to CC in the areas of: grant research, training in digital storytelling, board development, and fundraising. Our membership has also benefited us by connecting us with intern assistance.

The Coalition for Adolescent Girls (CAG):
CC became a member of the Coalition for Adolescent Girls, in January 2019. CAG is a member-led and driven organization dedicated to supporting, investing in, and improving the lives of adolescent girls.
The overarching challenge that has a direct influence on other challenges faced this year is insufficient staff hours. With a staff of two part-time employees, it is difficult to accomplish everything we need to do in order to take CC to the next level of operations and programming. There is a huge need for the services that CC provides, but we need to be able to scale up in order to meet these needs.

In 2018 our funding enabled CC co-founders and directors to each work for 16 hours a week, a weekly total of 32 hours. This was a significant achievement from the volunteer engagement we relied on previous to 2018. However, bringing CC to the level of a fully functioning non-profit will require more paid staff hours. In order to grow and expand our programs so that we can have a much larger impact, we must have the capacity to devote time to numerous areas of a non-profit, including administrative requirements of business registration and reporting with various government authorities, establishing operating policies and procedures, accounting, payroll, building and managing a board of directors, strategic planning, website creation and management, building and cultivating a supporter base through regular communications and social media, public outreach through marketing, networking, media and events, and the immense task of resource and fund development from three different sources: individuals, foundations, and corporations.

On the project side we worked to establish models and frameworks for programming, developed partnerships with international and local NGOs to implement projects, researched potential projects and develop concept notes and proposals, engaged in learning and development opportunities to build and improve our program curriculum, planned program logistics, and sourced program materials and fundraising for program costs.

Jenny Chang, Former CC Intern

The most important thing to know about me:
My name is Jenny Chang, a student majoring in Political Science from Taiwan. Two years ago, I volunteered in Nepal for education workshops that sparked my interest in gender equality and empowerment. I interned for Colors of Connection during the summer of 2018 in order to follow my desire to explore how the third sector can bring change especially for females and girls.

What I learned during my internship:
During my internship with CC, I learned multiple skills and knowledge from daily tasks such as donation management to participating in the board meeting. Among them all, my favorite thing I did as an intern was jointly creating an overview of the sector, which enables me to gather and present important information in a clear manner.

What I hope for CC in 2019:
I hope that 2019 is a year full of breakthroughs that CC will make bigger impact on conflict-affected areas, make much progress as an organization and help bring more awareness to arts education.
The demands of project development outpaced our part-time capacity. In these above mentioned areas we made progress but were consistently aware that if we were able to pay for more staff hours our progress would be measurably greater.

While we did have success in the following areas as outlined above in the accomplishments section, there were some significant limitations, and so these same areas must also be included as challenges faced in reaching our goals:
1. Insufficient funding for Tunaweza Portraits Project
2. Securing additional funding for operational and project expenses
3. Board of Directors recruitment
4. Developing partnerships for 2019/20 programming

LESSONS LEARNED AND STRATEGIES GOING FORWARD

We believe that there is a great need for the unique programming that CC has to offer in conflict-affected areas and as value added to the sector of international aid and development. The feedback we have received from the consultant Mr. Klopp, our board of directors, supporters, partners and the communities we work with reinforces our belief in the value of our programming. Indeed, receiving a capacity building grant from Tides/NoVo Foundations has been a profound source of encouragement. We feel supported knowing that other people and organizations working in this field believe strongly enough in the value of what we do to invest in our organization and programs. This has been the greatest lesson we have learned over the last year, one that motivates us to move forward, despite the challenges.

Establishing CC as a nonprofit business and employer (this is the first time we have had a payroll), as well as establishing ways of working (policies and procedures) and systems needed for our work, including a team work management and program planning tool, a CRM system, and a grant database, required a significant amount of staff time in 2018. We believe that now that these areas of work have been established, we can dedicate more time in 2019 and 2020 to the more strategic areas of our work, including and most importantly, our programming.

I. Key Learning: We need more human resource capacity
Strategy:
1. Build human resource capacity by increasing staff hours for the two directors and hiring two part-time assistants
2. Outsource certain time intensive administrative tasks such as payroll
3. Leverage intern and volunteer assistance

Jamie Pullman, CC Donor
Belacqua Charitable Trust

“Colors of Connection is a fantastic organisation that is doing some wonderful work in places that most people wouldn’t touch with a bargepole. What we like so much about it is that it provides opportunities for fun, self-expression and the building of a community spirit with people who haven’t had much chance for any of those things. Food for the body is vital, but so is food for the heart and soul and this is why we are so pleased to have been able to help them.”

John and Jody Mallie, CC Donor
Longtime Supporters and Monthly Donors

Jody and I have been contributing to Colors of Connection for many years. We have seen how efficiently and effectively they use the money they raise to make a difference in the lives of the girls involved in past projects. This novel approach has shown long lasting results. We believe what Christina and Laura are doing there in Africa fits well into the wider narrative that we feel is so important in this world and that is the empowerment of women.
2. Key Learning:

An engaged and high functioning board is crucial to the survival and success of the organization.

Strategy:
1. Prioritize board recruitment, cultivation and engagement
2. Recruit board members who have the following expertise or profile: finance, human resources, IT, a background in and relationships with larger IGOs/INGOs, African with knowledge of our target populations.

3. Key Learning:

The best way to build a sustainable non-profit organization is by cultivating and stewarding a large base of individual donors who can provide a consistent and reliable funding source from year to year.

Strategy:
1. Prioritize building an annual fund
2. Leverage relationships and connections with funders and supporters to secure introductions and build new relationships

4. Key Learning:

In order to grow, we need to raise our profile and be more visible to individual donors, other INGO/INGOs and brand partners.

Strategy:
1. Implement a project in Seattle, WA to effect change in a community where a CC director lives and works, increasing our programming and also helping us raise our profile and connect with US-based supporters.
2. Recruit board members to specifically help us raise our profile
3. Engage in more networking and communications/publicity opportunities such as conferences and working groups.

5. Key Learning:

Building partnerships takes a very long time

Strategy:
1. Prioritize building an annual fund
2. Leverage relationships and connections with funders and supporters to secure introductions and build new relationships

Joan Snyder, Member of CC’s Board of Advisors and Volunteer Fundraiser

Artist

Colors of Connection is a group I am committed to and have been serving on their advisory board since 2013. They are a small but powerful organization that goes into war-torn villages in Africa working with children and teens, girls and boys, to help them heal from the trauma of war and related violence. Their goals are to work with the local communities, young people, painting murals on walls in small towns...doing projects that actually have made and are making a profound difference in young lives. I am committed to helping this group in their absolute passion to engage art for social change! They actually walk the walk. Christina Mallie is in Goma as I write this where she is about to begin a mural project with young women of that community who’ve been traumatized by war and its ensuing violence.

THANK YOU

We at Colors of Connection are eternally grateful to everyone who has supported our work with conflict-affected youth and communities over the last year, and we appreciate your efforts more than you know. Right now, we’d like to individually thank those who went above and beyond in supporting us:

- Ed Abrahamsen
- Leanne Alsop
- Jamie Pullman with Belacqua Charitable Trust
- Elodie Bonazzi
- Jenny Chang
- Kate and Gerald Charles
- Nancy Choy and Malcolm Lee
- Raymond Choy
- Susan and Richard Choy
- Toni Dolce
- Betty and Michael Eigen
- Evvy and Wes Eisen
- Mohammed Elagib
- Gayle Embrey
- Tim Ferchill
- Donna Fong
- Joanne Fong
- Paul Fong
- Judy Gillespie
- Sherine Grizzelle
- Stacey Keare with Girls Rights Project
- Victoria Fredman with GlassyBaby
- Suzanne Guard
- Starry Krueger
- Moreen Libet and Frank Fox
- Claire Lethieleux
- David and Jennifer Mallie
- John and Jody Mallie
- Leo Mallie
- Numa Marlborough and Rebecca Del Rio
- Casey McHugh
- Jane McPherson
- NoVo Foundation
- Guilherme Pereira
- Robert and Lois Persson Elias
- Paul and Karen Reyman
- Carol and Bruce Rodda
- Joan Snyder
- John Takes
- Jed Wallach
- Kevin Walters and Diana Lyon
- Carol Zukin
FUNDING AND FINANCES

Financial Overview

The capacity building grant from Tides/NoVo Foundation was hugely beneficial for CC in 2018 as it allowed us to begin functioning as a non-profit organization for the first time, rather than just running project to project. The funding paid for each of the two directors of CC to work 16 hours a week which is the first time we’ve been able to have dedicated staff time to focus on program and organizational development, including the crucial administrative tasks that any non-profit organization must do in order to establish themselves as a functioning organization able to provide the programming. Expenses in 2018 were a little heavy on the operational side as we invested in the foundations for our organization, but this has positioned us to better implement projects in 2019 and beyond.

Expenses

2018 was a year heavily focused on establishing the systems, policies, procedures and plans needed to take CC to the next level as a fully-functioning non-profit organization. Also, due to the delay in implementing the Tunaweza Portraits Project, we did not run any projects in 2018.

Funding Sources

We were successful in securing funding from both old and new sources during 2018. Belacqua Charitable Trust has given grants to CC projects a total of three times since 2014, the latest being in March 2018 for our upcoming project Tunaweza Portraits Project. We also received a first time corporate contribution from GlassyBaby, and a first time grant from the Girls Rights Project.

We received a total of:
• 175 gifts from 131 individual donors,
• 82 of which were new donors and 49 of which were previous donors.
• Our average donation amount from individual donors was $157.
LOOKING FORWARD TO 2019

We are incredibly excited for what lays ahead for us in 2019! We’re planning for 2019 to be a year full of impactful projects and organizational growth.

Our priorities for 2019 are:

1. Complete Tunaweza Portraits Project, and implement projects in partnership with the Seattle World School in Seattle, WA and UNICEF in eastern DRC, as well as continue to develop projects for future implementation.

2. Continue to develop partnerships with local and international NGOs in order to increase the quantity and quality of our impact.

3. Secure increased operational and project funding, focusing on building relationships with individual donors, charitable foundations and brand partners, in order to allow us to grow and run more projects.

4. Recruit board members with the following expertise: finance, human resources, IT, a background in and relationships with larger IGOs/INGOs, African with knowledge of our target populations, and continue to work with the board to become a high performing group of directors.

Gayle Embrey - CC Recurring Donor, Member of Board of Advisors, Filmmaker and Counselor

I became a recurring donor because I want CoC to thrive, to be able to plan for the future, not just tomorrow, and therefore it was important to me to step up with my own commitment to their mission. My hope for Colors of Connection in 2019 is that they will prosper and be able to help even more youth and communities affected by conflict be empowered toward positive change.

Bonnie Hirschhorn, Member of CC Board of Advisors, Volunteer Fundraiser, Therapist and Psychoanalyst

I like to support and fundraise for Colors of Connection because as a licensed creative arts therapist and expressive psychoanalyst, I have experienced the healing power of the creative process. Creativity is a vehicle for self-expression, self awareness and self empowerment. By utilizing creative therapies, I have helped my clients make great strides and have seen them move from feeling stuck and depressed to leading healthy happy lives.

We all have innate creativity that enables us to express ourselves and connect to others in ways that surpass cultural, linguistic and psychological barriers. I wish to support Colors of Connection because I believe in their mission to help heal conflict affected youth and communities worldwide through collaborative art making. What I hope for in 2019 is that Colors of Connection expands their programs as much as possible because the more widespread collaborative art making becomes, the more we have a peaceful world.
As an organization we are feeling ambitious, moving forward with the firm belief that the programs we offer are unique and desperately needed in the environments where we work. On a broader scale however, the societal and environmental challenges facing us as a global society in 2019 can seem insurmountable and leave us feeling helpless, and this is why Colors of Connection has chosen **Courage Through Creativity** as our theme for 2019. As an organization and as individuals, we will strive to summon our courage each day and use our creativity to make a positive difference in the world. We invite you to join us in our quest.

There are so many ways that we would love for you to be involved! Here’s a list to give you some ideas.

1. **GET INFORMED** - Why Art? Learn about arts unique power to heal people’s hearts and transform their minds on our website at [https://www.colorsofconnection.org/why-we-engage-through-art/](https://www.colorsofconnection.org/why-we-engage-through-art/)

2. **GIVE MONTHLY** - Help us awaken capabilities by joining the Artivist Circle, our monthly giving community [https://www.colorsofconnection.org/the-artivist-circle/](https://www.colorsofconnection.org/the-artivist-circle/)

3. **DONATE** - Give $25 and you can pay for food to fuel a teen artivist’s creative energy during a project. Or give $1,000 and pay for a mural unveiling community celebration at the end of a project. Or give anything in between! Make a secure donation online at [https://www.colorsofconnection.org/donations/](https://www.colorsofconnection.org/donations/) or mail a check to P.O. Box 55444, Shoreline, WA 98155

4. **SHOP OUR SWAG** - Check out our online shop where we have pieces featuring our Creativity Takes Courage design by Magda Love [https://www.colorsofconnection.org/shop/](https://www.colorsofconnection.org/shop/)
5. **FUNDRAISE** - Organize a bake sale, find people to sponsor your run, host an afternoon tea, or create a personalized fundraiser on Facebook.

6. **Pledge for your birthday** - Ask for donations instead of gifts and your birthday will change lives.

6. **CORPORATE GIFT MATCHING** - Does your employer have a gift matching program? Double your gift with their match, or do a fundraiser with your colleagues and have all the money you raise matched by your employer!

7. **VOLUNTEER** - We are always looking for volunteers who can help us in all kinds of areas - IT, fundraising, graphic design, media management, video production, accounting, and the list goes on! Do you have a specific skill you would be willing to donate with your time?

8. **BE A BRAND PARTNER** - Do you own a business or DO YOU KNOW A LOCAL BUSINESS that shares your enthusiasm for supporting conflict-affected young citizens through the arts? They might be up for partnering with CC to promote their brand while supporting a good cause. Or maybe they can share CC’s brochures in their store, or promote us on their website or in their social media. Businesses also can offer clients the option to “round-up” on their purchase to support Colors of Connection.

9. **DONATE YOUR CHANGE**: You can use an app like Give Tide, Roundup App or Donate Your Change to round up all your transactions on your preferred debit or credit card and donate your change to Colors of Connection. Or better yet, do this as your fundraiser and get all your friends and family to do it too!

10. **FIND US ON AMAZON SMILE**: You can select Colors of Connection as a charitable organization to support when you shop on Amazon. How it works: select us as your chosen charity here, do your shopping on smile.amazon.com where there’s the same prices and selection as regular Amazon, and Amazon donates a portion (.5%) of the purchase price to us at no cost to you.

**II. SPREAD THE WORD!** - Interact with us on social media, liking and sharing our posts, and follow and share our blog.

- [Facebook](https://web.facebook.com/colorsofconnection)
- [Twitter](https://twitter.com/colorsofconnect)
- [Instagram](https://www.instagram.com/colorsofconnection)

*Do you have any other ideas? We'd love to hear them!*

We’re confident that the youth and communities whose lives are being changed for the better by your support will continue to inspire us all in this coming year, and help us each to find the strength to live courageously through creativity every day. We’re looking forward to sharing this journey with you!

**Connect with Us**

[wwww.colorsofconnection.org](http://www.colorsofconnection.org)

For general inquiries: [info@colorsofconnection.org](mailto:info@colorsofconnection.org)

Colors of Connection

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