



CIVIC UPDATE

JULY 2005

A Publication of the Citizen Participation Team

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LOCAL FUNDRAISING AND VOLUNTEER RECRUITMENT

Key Components for Strong, Sustainable Organizations

Welcome to Civic Update. This edition examines how nonprofit organizations can work to increase financial and volunteer support for their efforts. NDI works with organizations around the world that are full of good ideas and good intentions. Translating these ideas and intentions into actual activities that bring about desired political changes, however, is challenging. One of the most common challenges that these groups inevitably face is how to sustain their work over extended periods of time. This typically requires securing money and people to help them implement the ideas and intentions. At the same time, trying to secure these types of support, especially locally, is often an unprecedented undertaking. Yet, as the articles in this update suggest, groups can successfully draw on local sources.



Croatian volunteers in action.

As always, comments on this Update are encouraged.

-- Aaron Azelton, Director

Romanian Youth Take Off

Being young hasn't stopped the Romanian Association of Young People with Initiative (ARTI) from raising funds and recruiting volunteers to support their efforts in Craiova, Romania. ARTI resulted when a group of student council leaders wanted to organize youth engagement in their community. Today ARTI is a thriving organization completely run by young volunteers.

This year ARTI completed its first political initiative- a GOTV campaign for the parliamentary and presidential elections. The group's campaign message reached nearly 30,000 people; many of them students. This contributed to increasing voter turnout by nearly three percent and helped raise the group's profile within the community.

In the past, young people in

Craiova were not very involved in community life and lacked constructive ways to use their time. According to ARTI's leaders, the community viewed youth as a problem and did not trust young people. ARTI founders wanted to change this perception and show that Craiovan youth could have a positive impact in their community.

(ARTI Continued on page 4)

Volunteers and Donations make Indonesian Civic Info Fair a Great Success

In May 2005, the second NGO Civic Info Fair was held in the Indonesian House of Representatives. The event promoted cooperation and partnership between area NGOs and parliamentarians. During the first fair in 2003, an NDI subgrant made the event possible. However, this year no funds were available so NDI and the local NGOs had to think of creative ways to gather resources in support of the fair.

As a result, NDI and its local partners turned to fundraising and volunteer recruitment to put on the event. "Supplementing NDI's crew were dozens of volunteers who actively participated in every aspect of the preparation and running of the fair," said Tom Cormier, NDI's resident program director, Indonesia. "Their enthusiasm was amazing and without them, the event would not have happened."

The event gave civil society organizations a chance to display their organizational capacity and advocate directly with members of the DPR in an informal, open setting.

Through the event DPR members learned more about the structure and

work of Indonesia's NGO sector while the NGO activists were able to develop a better understanding of how the parliamentarians work and what resources they have for addressing the public's concerns.

NDI staff worked alongside members from the local NGO community to plan, communicate, and recruit volunteers and find sponsors for the Info Fair. "Generous sponsors contributed food, materials and support to make the event even better," said Tom. He said the event was a success in demonstrating the possibilities of recruiting and managing volunteers and the potential of fundraising to help build partnerships and stretch the reach of programs.

So how did they engage so many volunteers?

NDI staff and local NGOs worked together to recruit volunteers from the NGOs who were participating in the Info Fair. In addition, NDI also called in volunteers they knew to work in the office. This got them 2 full time and one part time volunteer, but they knew they would need 30-40 volunteers to work during the event. "We approached organizations like Walhi [a leading environmental NGO], that al-



Group of volunteers from Info Fair, May 2005. Pictured, back left is NDI field staff Tom Cormier, back second from right Paul, front left is Diana Daulima, front fourth from right is Djayadi Hanan, front third from right is Mira Maruto.

ready have established volunteers program," said Mira Maruto, NDI's civic participation senior program officer. They also approached UNICEF and Yappika. She said most organizations that have many volunteers are searching for activities their organizations can participate in.

Mira said it is important to know the talents of the volunteers you have working for you. "Before NDI recruits volunteers, we have forms they have to fill in, like a resume," Mira said. "So we know each volunteer's background, talents, and interests." This is how they found Brahma, their graphic designer (*See related story, page 4*).

While managing a growing number of volunteers, NDI staff also developed a form for in-kind donations and sent letters and followed them up with phone calls and meetings to secure donations. Mira said it is important to know what you need help with. From there you can identify target people to approach for help.

"All you need to do is ASK them to help you," said Mira. She said it is (*continued on the next page*)



Scene from the Parliament lobby, DPR Civic Info Fair, May 2005.

(continued from page 2)

also important to tell them how you spent their money and what the results also important to tell them how you spent their money and what the results spent their money and what the results of their contributions were. "All can be done. You



DPR Civic Info Fair volunteers

just have to be committed to your cause," Mira said.

The May 2005 event was a great success in bringing together NGOs and the DPR. NDI helped raise awareness and understanding between local NGOs and the DPR so that they can continue working together and collaborating in the future.

In addition, Mira said that since the event, the secretary of the DPR monitoring team reports that their office has become busy and they receive many phone calls from NGOs requesting meetings with DPR members. "The door has been opened," said Mira.

For further reading, check out the full reports on the Citizen Participation CD Rom.

Spotlight on CIVICUS

CIVICUS is an international alliance dedicated to strengthening citizen action and civil society throughout the world. Their Web site features many helpful resources including civic society links, and many helpful toolkits.



You can find CIVICUS online at www.civicus.org. Just click on the blue link at the bottom titled Resources & Services where you will find the toolkits.

Calculating the Value of Volunteers

Volunteers play a critical role in the civic work conducted by local NGOs, but oftentimes their contributions go unmeasured. Financial contributions are accounted for, but how is it possible to account for the contributions volunteers give to organizations through their time and skills?

A 1999 international survey 'estimated volunteer contributions as the equivalent of 10.6 million full-time jobs in Organization for Economic Development Countries'.

Yet it would be hard to guess that the number would be so high by looking at the narrative reports from most NGOs. There are a few things that can be done to make sure volunteer contributions get noticed.

Keep track of volunteers

Former NDI partner GONG tracks all volunteer contributions. 'GONG keeps a record of every single volunteer hour

given to the organization and shows them in annual reports,' said Aleksandra Kuratko, former leader of the Croatian NGO and now NDI field representative.

They also show volunteer hours as GONG contributions in requests for funding. In their 2003 annual report, for example, GONG devoted space to volunteers and high-lighted that there were 91,650 hours of citizen volunteer work given that year.

Quantify volunteer time

In addition to recording and reporting all (Volunteers, continued on page 5) volunteer contributions into currency the hours volunteers donate, quantifying volunteer contributions into currency can help demonstrate the significant contributions volunteers make.

"Quantifying volunteer contributions into currency can help demonstrate the significant contributions volunteers make."

On their Web site Independent Sector has calculated the dollar value of one hour of volunteer time in the United States each year since 1980. This year, for example, they estimate the dollar value of volunteer time for 2004 was \$17.55 per hour.

Of course this differs from country to country, but if an organization in the U.S. had 91,650 hours of volunteer time like GONG, the dollar value would be \$1,608,457.50 USD! Even looking at the 1980 estimate of \$7.46 per hour, the value would still be \$683,709!

Showing potential donors that an organization is credible enough and strong enough to raise thousands of dollars worth of volunteer time can help convince them to provide support.

For further reading on this topic, check out www.independentsector.org or 'Accounting for the Value of Volunteers,' in the *Journal of Nonprofit Management & Leadership*, Vol. 15 No. 4, Summer 2005.

Ecuadorian Organization Uses in-kind Donations to Drive Quick Count Effort

When NDI civic partner, Participacion Ciudadana (PC), set out to perform a quick count during the 2002 presidential election in Ecuador staff members knew they needed to fund-raise. The organization was eager to implement an individual donor program to raise \$70,000. With NDI, PC identified donor pools for small, medium and large donations and presented a well-thought out strategy to their board of directors. While PC staff was so interested in this strategy that they had pledged to make small donations themselves, the board felt differently. The board ultimately decided against the donor program, worried the new organization would be perceived as wanting to enrich itself.

Therefore, PC focused its efforts on seeking in-kind donations to help support the quick count effort. In the end, PC had received an overwhelming amount of donations from area businesses. They included:

- Discounted office space from the Central Bank of Ecuador
- Vehicles and drivers in ten provinces to help with collection of quick count results from ANETA (Ecuadorian driving school)
- Free newspapers space for election news, the candidate code of conduct, quick count charts and results from the Association of Ecuadorian Editors (AEDEP)
- Food and water supply for election day headquarter volunteers from Burger King, McDonalds and All Natural
- Computers and technical set-up for quick count center from ESPOL Technical University).

These donations — from organizations that may not have been able to contribute otherwise — make PC's effort a success.

(ARTI continued from page 1)

Over the last year and a half, NDI has assisted the group with a GOTV campaign, strategic planning, and organizational development by providing the group with training, guidance, materials, and a small amount of financial support.

Recruiting volunteers

To strengthen their group, ARTI members implemented a marketing program to help improve the organization's image and recruit volunteers. They posted signs around the community featuring the organizations's name and explaining what they do. NDI was able to help the group produce more professional promotional materials that, in turn, helped ARTI improve its image in the community.

ARTI has been so successful in recruiting volunteers that now youth are actually coming to ARTI to find out how they can get involved. ARTI has earned the trust of youth and consequently, this trust is spreading throughout their community.

Finding funds

In addition to modest funds from NDI and the Romanian Ministry of Culture, ARTI raises money through in-kind contributions from area businesses. While some people think youth would have trouble fundraising, ARTI has been quite successful.

When the group's leaders first began seeking in-kind donations, they started with who they knew and went from there. Their first step was talking with former youth council sponsors whom they had established relationships with.

They sent letters to these potential funders describing ARTI and outlining the group's accomplishments, its mission, val-

ARTI posts candidates of recent organizational elections in their office to demonstrate their organizational transparency.



ues, programs and explaining what the money would be used for. Next they had meetings with business leaders to further illustrate how the group would use donated resources.

Part of their financial success was the ingenuity of the leaders to initially seek in-kind contributions before monetary support. Through securing and applying in-kind donations to their work, ARTI proved its dedication and capacity to the community.

Learning attitude

ARTI is a learning organization, the type of group that understands the importance of constant improvements. ARTI group members did not have any experience with fundraising, but, with NDI help, they learned as they went and implemented lessons-learned in the process. When a business turned them down, group members asked the businesses to explain why they decided not to support ARTI. Members then applied the suggestions the next time they approached a business for support.

Hopefully ARTI continue to mature, but not grow old.

Top 10 Fundraising Ideas from GONG



1. Secure donations of free office space from local governments

“This started in 1999 when even a ruling party that banned us from observing elections in 1997, gave us a small office in Zadar. Currently, Zagreb local government is providing space for Zagreb regional and central offices,” said Damir Azenic, a GONG representative.

2. Get rental space donated for town hall meetings, trainings, etc.

“GONG very rarely pays for rentals,” said Aleksandra Kuratko, former GONG director. “Schools, local governments and public institutions regularly provide space free of charge.”

3. Secure donation of free media coverage on television and radio

“As prices in Croatia are quite high, Croatian Radio Television was actually our biggest donor in 2000, for instance- despite the fact that GONG received huge donations from foreign donors,” said Aleksandra. She said this showed citizens that GONG was not just implementing programs on behalf of foreign donors, but were pursuing their own initiatives independently.

4. Lower costs through discounts, and free up money for other things

“GONG regularly asks and gets large discounts from a variety of companies by claiming that we are working for the public benefit. GONG has done this for purchasing equipment, stationery, printing materials, etc,” said Aleksandra.

5. Get food and drinks donated for volunteers, election observers, etc.

“GONG regional offices usually ask for the support of

local companies, and get donations in the form of food and drinks for election observers,” Aleksandra said.

6. Software licenses

GONG contacted Microsoft Croatia to see whether, as a nonprofit, they could receive discounts for software licenses. This resulted in a partnership with the company, and GONG now receives up-to-date software at no charge.

7. Internal regulations

All GONG trainers, give a portion of money they receive for doing outside trainings back to GONG. This money is then used for organizational development.

8. Membership fees

Although very small, approximately 5-10 USD per member, membership fees are contributing to GONG finances and are stated in financial reports.

9. Info line

GONG opened an info line which serves as a phone line where citizens can get all sorts of information on election related issues, information on other GONG activities or get legal help in the scope of GONG’s work. Out of each minute of a phone call, about 0.65 USD goes to GONG.

10. Account for volunteer work

GONG keeps a record of every single volunteer hour given to the organization and shows them in the requests for funding as GONG contribution, and in annual reports.

For further reading, check out the GONG Toolkit, “Organizational Development for NGOs” on the Citizen Participation CD or visit GONG at <http://www.gong.hr/eng/>

GONG Ideas in Action: Georgian Group Establishes Crucial Donor Relationships



After visiting GONG in July 2003, the Georgian group ISFED started to request and receive significant air time donations from both state and commercial media sources. Since, ISFED regularly gets this support for all election monitoring campaigns. Also, ISFED rarely pays for room rentals when conducting public meetings, advocacy workshops and debates.

Business Ventures Help Nonprofits Thrive

In addition to cutting costs and securing donations, income-generating businesses can help strengthen organizations and make them less dependent on donor funds. One such example came to us from Kosovo. “The NGO first advocated to the local authorities to allocate to the NGO an unoccupied facility while the NGO itself took the responsibility to refurbish it,” said Niti Shehu, NDI’s program officer, Kosovo.

Niti said the NGO used part of the space for their office, and used the rest of the space for an internet café, a bar and a dancing studio. In addition he said the NGO also organizes computer and English language lessons which also generate

income for the organization. With the funds raised, the NGO has been able to conduct several civic campaigns including one campaign for ensuring Roma representation in the municipal assembly committee.

Nonprofit organizations that operate these income-generating ‘parallel businesses’ have guidelines to follow to ensure they keep their nonprofit status. CIVICUS, gives guidelines for parallel businesses in their toolkit, ‘Developing a Financing Strategy.’

For more information on setting up a parallel business, visit www.civicus.org to check out their toolkits.

Friendraising: Raising Fund Through Relationships

In Indonesia, NDI helped local partner The Institute for Social and Economic Research, Education & Information (LP3ES) raise funds for the 2004 presidential elections through 'friendraising.' According to LP3ES, friendraising is a form of fundraising that relies on raising funds through relationships and networking. Recently LP3ES implemented a friendraising strategy to raise money from the business community in raising for election monitoring.

Building the board

The first step was to build an advisory board comprised of influential businessmen. To build a board, NDI assisted LP3ES in hosting an event for local businessmen featuring guest speaker, Jose Concepcion Jr., founder of the Filipino National Citizens Movement for Free

'Friendraising is just like regular fundraising but it is targeted on raising funds through relationships and networking.'

Elections (NAMFREL) and a friend of NDI.

NDI arranged to have Mr. Concepcion's suite at the Mandarin Hotel donated, and the hotel also sponsored the dinner for the main event. The event itself raised \$4500 for election monitoring. In addition, a few of the prominent attendees were invited to join the LP3ES board.

Board members friendraise

To reach their target, NDI and LP3ES asked the advisory board for the names and contact information of their friends. Then the board members either asked their friends for donations or were sent materials requesting funds through a direct mail campaign.

"Having this advisory board was really helpful in fundraising among the business [community]," said Mira Maruto, civic participation senior program officer. Mira said a few businessmen made phone calls to follow up with their friends, which was very effective. "The phone calls from businessman to businessman works," said

Mira. "We got a person who gave [LP3ES] 900 USD because of a phone call."

Mira also emphasized how important it is to thank donors. "We thank them in the newsletter and list them [on the] Web site." She said LP3ES sends each donor a thank you card, copies of press releases, and all of the products related to the project.



Lasting effects

Overall, with NDI's help, LP3ES is poised to move forward with fundraising initiatives. They secured many donations from big companies in Indonesia, and in addition they received many in-kind donations of T-shirts, food and beverages, and promotional media time for their election monitoring. NDI is also assisting LP3ES by recommending them to donor agencies like UNDP and has helped enhance the group's credibility with local funders as well. Today, LP3ES is poised for continued success in fundraising to help them continue with their work and become more sustainable.

Cultivating and Maintaining Donors

Thoughts on fundraising from Tammy Stolen, NDI's Development Manager in D.C.

Building strong relationships is the key to having a successful fundraising campaign. The majority of the Institute's donors have close ties to the Institute whether they are current board members, former employees or private foundations.

The first step in the development process is to research prospective donors and find those whose interests match your mission. Once you have a list of prospects, introduce them to the work of your organization by sending materials or inviting them to attend an event. Use your existing relationships to help introduce new donors to your organization.

Not all donors will be good match for your programs. It's important to understand the terms of accepting funds from a donor.

After you have gone through the long process of researching, soliciting and obtaining a gift from new donor, it is sometimes easy to let relationships with these donors lapse. Keeping donors engaged in your work and your organization is vital to success in fundraising and is referred to as cultivation.

In the fundraising world there is sometimes a tendency to think that cultivation is something that takes place only when

courting new donors. However, cultivation is an ongoing process. A few cultivation activities include newsletters and program updates, personal visits and tours, events, volunteer opportunities, and personal notes from board members.

Donor cultivation should be an organization-wide strategy and involve all staff and board members. In addition, existing donors can also help you find new donors by spreading the word about your organization and its mission. Donors who have a stake in your work will be far more likely to talk to others about supporting your organization.

“It’s Your Choice” Volunteers Make an Impact in Armenia

From 2001-2004 NDI conducted programs with political parties and NDI’s Armenian civic partner, It’s Your Choice (IYC), engaged in civic and voter education as well as election monitoring. IYC was successful in facilitating communication between citizens and local officials through town hall meetings largely because they learned to successfully utilize

volunteers to accomplish these projects.

The result? IYC citizen participation programs have inspired and organized hundreds of citizens across the country to volunteer their time and donate funds to make improvements in their communities. By finding ways to effectively utilize volunteers to

administer their programs, IYC increased their capacity to have a much stronger impact. Over time, IYC has become the largest volunteer civic organization in Armenia and the nation’s leading authority on elections and community development.

Citizen Participation Team is Launching a Blog

At the beginning of August, the Citizen Participation Program Blog will make its debut online. The blog is the Citizen Participation’s team’s newest communication tool and one we anticipate will change the way NDI civic program staff communicate around the world.

Since its inception, the Citizen Participation team has strived to continuously

“In addition to providing a forum for discussion, the Citizen Participation Program Blog will store related resources, links, and images.”

improved our communication with field staff in order to help guide civic program work. Through the years we have used various means of communication including the *Civic Update*, weekly resource mailings, email, instant messaging and Voice Over Internet Protocol such as Skype. However, the fact remained that there are no easy ways for field staff to communicate with each other. This was a concern for the Citizen Participation Team because we knew that NDI’s diverse and experienced civic staff have a great deal of knowledge to share with each other.

What is a blog?

Blogs, or “weblogs,” are a new kind of



Picture of the Citizen Participation Blog front page at <http://dialogue.ndi.org>

internet technology that makes this kind of communication possible. Unlike nor-

mal websites, blogs allow participants to contribute postings, comment on entries, and take part in an online dialog.

In addition to providing a forum for discussion, the Citizen Participation Program Blog will store related resources, links, and images. The blog is user friendly and was designed with the needs of staff in mind. Its simple to use layout is intended to make it easy to find postings and resources.

How can I access the blog?

The blog can be accessed via the NDI dialogue site (<http://dialogue.ndi.org>). NDI staff can log on to dialogue using the first part of their email address (the part before the @) and the password: welcome. Don’t forget to change your password once you login. From the

home page, they should locate NDI team blogs and click on Citizen Participation. Once there, staff can navigate through various resources and postings from their civic program colleagues around the world.

The Citizen Participation Team is excited about the launch of the blog.

Please give us feedback to help us make this a useful resource.

If you have any questions or comments about the Citizen Participation Program Blog, please direct them to civicblogmoderator@ndi.org.

**Access the blog at:
<http://dialogue.ndi.org>**

You Have to Ask

“Remember that funders are looking for ways to contribute to the community and make a lasting impact. If your program fits with their funding priorities, you are providing them with that opportunity.”

-Develop A Budget and Plan for Fundraising, found on the Citizen Participation CD Rom.



About Us

The *Civic Update* is a quarterly production of the Citizen Participation Team of NDI.

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Special Thanks!

The Citizen Participation Team would like to thank all the DC and local staff members who provided assistance with compiling this Civic Update.

New on the Citizen Participation Team

Maggie Cosgrove was a member of the Citizen Participation team between May– July 2005. She is a recent graduate of the University of Minnesota School of Journalism & Mass Communication in Minneapolis, where she majored in strategic communications with a minor in leadership. A course in global leadership piqued an interest in international development and brought her to DC for the summer. Originally from Minneapolis, Maggie is excited to be exploring this incredible field and great city. Maggie's future career interests include working in community engagement and leadership development with the nonprofit community.

Megan Wilbur also joined the Citizen Participation team in May 2005, after a six-month stint working for an NGO in Mumbai, India. While there, she was involved in a collaborative project with UNICEF that focused on improving the medical care and legal rights of abused and exploited children. This experience fueled her interest in non-profit management and international development, which has brought her to NDI. She hopes to continue in the field of international development, concentrating on either democracy or global health. She is a graduate of the University of Michigan, where she majored in political science, and studied abroad in London and the Dominican

Don't forget to check out the blog!

Checking out the new Citizen Participation Program blog is as easy as 1...2....3..

1. Go to <http://dialogue.ndi.org> and sign in
 2. Click on NDI Team Blogs on the left and choose the Citizen Participation blog
 3. Participate!
- Happy Blogging!!

Receive Information Regularly and Post Queries on the Civic Group Listserv

Just a reminder that staff members can still use the Civic Group Listserv as a means of sharing information, raising questions, and discussing program developments with colleagues around the world.

Recent postings on the Civic List included a tool used to assess new and emerging NGOs, an organizational self-assessment guidebook, sun

shine budgets, and a resource on community engagement techniques. In the future, Civic List postings will be archived on the Citizen Participation Team Blog.

The listserv connects approximately 100 people who are working on citizen participation programs or who share an interest in civic issues. The combined experience of this network of prac-

tioners makes the Civic List a powerful resource for NDI staff. In addition to posing questions to the list, members of the Civic List also receive program resources emailed to them each week through the listserv.

If you would like to be included in the Civic list, please contact Aaron Azelton by E-mail at aaron@ndi.org.