



Growing Your Organization:

A Sustainability Resource Book for NGOs

By Susan Pezullo

Contributors:
Angela Venza
Ken Phillips

Growing Your Organization:

A Sustainability Resource Book for NGOs

By Susan Pezzullo

**Contributors:
Angela Venza
Ken Phillips**

TABLE OF CONTENTS

| | |
|---|----|
| Acknowledgements | 6 |
| Preface | 7 |
| Introduction | 8 |
| Key to Partners Highlighted in this Book | 10 |
| Strategic Planning for Sustainability | 12 |
| Creating Internal Capacity | 20 |
| Knowing Your Environment | 28 |
| Creating an Image | 36 |
| Forging Alliances with the Corporate Sector | 50 |
| Building Alliances with the Public Sector | 64 |
| Mobilizing People | 76 |
| Epilogue | 86 |
| IYF Partner Contact Information | 90 |
| Selected Resources | 92 |

ACKNOWLEDGEMENTS

First, I want to express my gratitude to my two collaborators, Angela Venza and Ken Phillips, both of whom displayed patience, professionalism, and wisdom throughout the process of writing this book. I wish future writers as fine a team as I had for this project.

Without the IYF Partners, the protagonists, there would be no book. I wish to extend my deep appreciation to Ana Maria Wilhelm and Lygia Fontanella of Fundação Abrinq (Brazil), Maria Holzer of the Polish Children and Youth Foundation, Srisak Thaiarry of the National Council for Child and Youth Development (Thailand), Filip Vagac of the Children of Slovakia Foundation, Liam O'Dwyer of the Irish Youth Foundation, Boris Cornejo of Fundación Esquel-Ecuador, Maria Geraldese of the Fundação de Juventude in Portugal, Heike Kahl and Michael Strübin of the German Children and Youth Foundation, Archie Tsoku of the Youth Development Trust (South Africa), Greg Par of the Children and Youth Foundation of the Philippines, Madeleine Kelly of the Civil Society Development Foundation (Czech Republic), Ulrike Schuermann of the Australian Youth Foundation, and Julio Bango of Foro Juvenil in Uruguay. Through airplane rides, coffee breaks, late night calls, and emails they generously shared their work and insights.

Several individuals deserve special mention for serving as advisors (and critiquers): Carol Michaels O'Laughlin and Jack Boyson of the International Youth Foundation, and Daniel Kelley of the Global Work-Ethic Fund

The final word of appreciation goes to a special group of people who supported this project since it started in the summer of 1999. Sholeh Dadressan and Loreli Gutowski found reports, collated information, and kept communication flowing between the Partners and IYF. Kate Tallent gave me my first lessons in graphic design, layout, and binding with grace and patience. My last measure of praise goes to Sheila Kinkade, a writer and editor, who knows how to encourage and guide other people's writing with grace.

Susan Pezzullo

PREFACE

This book represents an important milestone in IYF's efforts to crystallize and share with a broad audience some of the key learnings and experiences that we—and our Partners in countries around the world—have gleaned over the past decade in sustaining effective programs and practices for young people.

As the founder of two organizations, I am well aware of the ongoing challenges involved in planning and working toward sustainability. At the age of 19, I started an organization called Quest on a shoestring budget. Over the past 25 years, we succeeded in growing the organization and expanding its reach to more than eight million young people in over 35 countries. While the formula is different for every organization, there are certain key ingredients that are fundamental to success. This book provides a menu of options to consider and evaluate based on your own needs and environments.

Since IYF's very inception, sustainability emerged as a key theme. Each of our core strategies was predicated on sustaining long-term supports for young people at the local, national, and international level. At the heart of these efforts was the creation of a global network of national Partner organizations, each committed to promoting effective programs and policies that enable young people to develop their full potential. Today, this global network includes national institutions in 23 countries, with 60 country partnerships expected by the year 2003.

Over the past decade, IYF and its Partners have engaged in ongoing dialogue about "what works" in strengthening and sustaining the youth-serving sector. For its part, IYF has provided training and technical assistance—along with grants—to Partners to strengthen their capacity around sustainability and help them diversify funding sources. In countries with little tradition of philanthropy or little encouragement of it by legislative, tax, or government policy, IYF and its Partners have been actively engaged in encouraging policies that promote local philanthropy and the development of civil society.

While the challenges facing youth-serving organizations are great, the picture presented here is, at its core, a positive one. With creativity, passion, hard work, careful planning, and determination these national institutions have demonstrated their ability to attract broad visibility for their efforts and vital resources. There's much those organizations profiled here have learned—and continue to learn—from one another. We hope their experiences will prove useful to you as well as we continue to stimulate and encourage dialogue around 'what works' in strengthening and sustaining supports for young people.

Rick R. Little
President and Chief Executive Officer
International Youth Foundation

INTRODUCTION

This is a book about keeping a good thing going, in this case, the work of non-profit organizations¹ around the world. A fundamental assumption we made in writing this book is that thousands of NGOs around the world enhance the quality of life and need to be sustained and their impact expanded. This book explores ways to improve the sustainability of your organization by broadening its base of support to include individuals, companies, and government agencies within your country. It assumes that your NGO's financial health depends, in large part, on how well people and organizations know and value what you do and are willing to invest in your organization and its causes.

Written for people who manage NGOs, this book is full of examples of how NGOs in industrialized and developing economies are creating a strong, positive image and mobilizing support from all sectors of their societies. While not a how-to manual, it offers cases, basic principles, suggestions, and tools that your NGO can adapt to its situation. Our intention is to encourage and stimulate NGO leaders to think creatively about their organizations' sustainability and to provide practical advice based on the experiences of the International Youth Foundation's Partners around the world. To provide readers with a cross section of experiences from different regions of the world, we focused on IYF Partners in: Australia, Brazil, the Czech Republic, Ecuador, Germany, Ireland, Mexico, Poland, Portugal, Slovakia, Thailand, South Africa, and Uruguay.

Founded in 1990, the International Youth Foundation (IYF) is an independent, nongovernmental organization dedicated to improving the conditions and prospects for young people where they live, learn, work, and play. IYF's work is based on the notion that throughout the world, effective programs and approaches exist that are making a profound and lasting difference in young lives. Its mission is to identify these proven approaches, strengthen their impact, and expand their reach to greater numbers of children and youth.

IYF Partners are private, not-for-profit organizations, legally incorporated in their respective countries. Most are grantmaking and operating foundations, although several IYF Partners are exclusively service providers. Managed by professional staff, Partners are governed by independent boards of directors. While each Partner has different program priorities, they all share a common purpose—to develop the full capacities of young people in their countries. To advance their missions, Partners identify and support effective programs, raise awareness about young peoples' needs and potential, engage the business and public sectors, and promote standards of effective programs. Partners' annual budgets range from several hundred thousand dollars to several million dollars.

Being financially sustainable assumes many things about an organization. It takes a compelling and relevant mission and vision, and a competent team and organization in its pursuit. It also assumes efficiency and trustworthiness, and products and services that people need and value. As IYF and its Partners have shown, being sustainable also means having good radar and knowing when to change to respond to new clients and the changing needs of your current clients and your environment. Working towards greater financial

sustainability is a constant process of balancing between maintaining current commitments and developing new products to attract new supporters. Your challenge is to find ways to create value around your mission, issues, and programs so that individuals, companies, and public agencies will support your NGO and what it does. IYF Partners are learning to be receptive to their market forces and flexible, while still keeping their eyes on the prize—the positive development of all children and youth. You will learn how they have had to change in order to make their message and social agenda for children clear, understood, and supported. It has involved trial and error, bending in some areas and holding their ground in others, and being open to learning from their mistakes and successes.

We divided this book into seven chapters. The first two chapters address two important ingredients for developing your sustainability—planning and thinking strategically and developing the internal capacity of your NGO. Chapter Three looks at ways in which Partners obtain information about their environments and markets in order to make good strategic choices about their sustainability efforts. Ecuador describes why and how it conducted research on peoples' and companies' attitudes about contributing to social development, while Poland looks at how it had to adjust its operations and programs to respond to changes in its external environment. The rest of the book, Chapters Four through Seven deal with different methods or strategies for reaching different donor groups. Creating a positive and strong image for your NGO is the subject of Chapter Four. Chapter Five describes different approaches used by IYF Partners to engage companies in their countries in supporting their work and examines some of the issues NGOs need to consider when working with the business sector. The next two chapters, Six and Seven, focus on mobilizing the public sector and individuals.

This is not a comprehensive treatment of the different aspects and issues to consider in developing the sustainability of your NGO. It is built around the experiences of IYF Partners and therefore, centers on what they have tried and learned. At present, for example, 19 IYF Partners are busy implementing public campaigns to raise awareness of and support for the children of the next millennium. In a subsequent publication we hope to describe how Partners designed their campaigns and mobilized support from businesses, individuals, the media, and public sector. Other areas of sustainability we will write about in a future publication include building and managing an endowment, income-generating strategies, and stimulating and managing individual gifts.

KEY TO IYF PARTNERS HIGHLIGHTED IN THIS BOOK

Australia

Australian Youth Foundation (AYF)

- Founded: 1989
- Staff: 9
- 1999 budget US\$ 1,119,335; grantmaking budget US\$ 866,667
- Focus: Youth employment, education, health, social belonging, juvenile justice, homelessness, culture, child rights.

Brazil

Fundação Abrinq

- Founded: 1990
- Staff: 50
- 1999 budget US\$ 5 million
- Focus: Defense of children's rights, education and culture, child labor, family and community.

Czech Republic

Civil Society Development Foundation (NROS)

- Founded: 1993
- Staff: 12
- 1999 budget US\$ 1.7 million
- Focus: Defense of human rights, health and social services, democratic values, tolerance and respect for minority rights, the environment.

Ecuador

Fundación Esquel-Ecuador (FE-E)

- Founded: 1990
- Staff: 44
- 1999 budget approximately US\$ 6 million
- Focus: Alternative education, youth employment, youth participation, health awareness, indigenous populations, young girls.

Germany

German Children and Youth Foundation (GCYF)

- Founded: 1994
- Staff: 7
- 1999 budget approximately US\$ 10 million
- Focus: Children and youth needs in eastern Germany, youth and democracy, cultural tolerance, the environment, youth employment, linking in-and out-of-school youth.

Ireland

Irish Youth Foundation (IrYF)

- Founded: 1985
- Staff: 3
- 1999 budget approximately US\$ 1.2 million
- Focus: Education, homelessness, substance abuse, young offenders, minority youth.

Mexico

Fundación Comunitaria Oaxaca (FCO)

- Founded: 1996
- Staff: 5
- 1999 budget approximately US\$ 1.5 million
- Focus: Poverty, minority populations, youth development, education.

Poland

Polish Children and Youth Foundation (PCYF)

- Founded: 1992
- Staff: 6
- 1999 budget approximately US\$ 750,000
- Focus: Alternative education, prevention of youth alienation and aggression, promotion of cross-cultural tolerance and international understanding.

Portugal

Fundação da Juventude (FJ)

- Founded: 1989
- Staff: 32
- 1999 budget approximately US\$ 2.5 million
- Focus: Youth enterprise development, technical and professional training, counseling services, arts and culture.

Uruguay

Foro Juvenil

- Founded: 1981
- Staff: 40
- 1999 budget approximately US\$ 650,000
- Focus: Education, youth employment, poverty, disadvantaged young women, civil rights.

Slovakia

Children of Slovakia Foundation (CSF)

- Founded: 1995
- Staff: 9
- 1999 budget approximately US\$ 400,000
- Focus: Civic and democratic participation, leadership development, educational reform, developing entrepreneurial and job skills.

South Africa

Youth Development Trust (YDT)

- Founded: 1987
- Staff: 8
- 1999 budget approximately US\$ 650,000
- Focus: Life skills development, job training, reproductive health, leadership training.

Thailand

National Council for Child and Youth Development (NCYD)

- Founded: 1985
- Staff: 7
- Projected budget US\$ 300,000
- Focus: Rural youth, employment, street and working children, disadvantaged young women and girls, leadership development.

CHAPTER 1: STRATEGIC PLANNING FOR SUSTAINABILITY

Strategic thinking and planning is vital to any organization that wants to be financially sustainable. Short-term plans consisting of a series of fundraising methods may work for a while. Eventually, however, short-term thinking will hobble your organization. You will tend to focus on the obvious and immediate and fail to envision what is possible. In short, your organization runs the risk of missing some of the benefits that come with strategic planning such as:

- Understanding where you want to go and how to get there
- Developing a full understanding of the environment in which you work
- Concentrating on those donor groups and strategies that best match your organization
- Positioning your organization effectively before your various donors
- Developing the capacities needed by the organization to achieve long-term goals
- Building stakeholder confidence that the organization delivers valued services and should increase its impact
- Focusing on effective fundraising and communications issues
- Using resources well and raising more money

This chapter will not describe how to do strategic planning, as there are dozens of books that do that, but rather will review how strategic planning relates to the building of your organization's financial sustainability. This chapter reviews:

- What is the process for thinking and planning strategically?
- What is strategic position for an NGO?
- How do you identify your strategic position?

Review of Strategic Planning for Sustainability

Strategic planning for sustainability involves a number of essential steps as outlined below. To help you think through each step, we have outlined some key questions to bear in mind.

| Strategic Fundraising Planning (3-5 years) | |
|--|---|
| ■ Mission | Who identifies with our mission? |
| ■ Vision | Where do we want to be in 3-5 years and will this appeal to our donor groups? |
| ■ Stakeholders | Who supports us now? Who should? |
| ■ Strategic Position | What is unique about us? |
| ■ Values and Culture | Do we believe and act as if we care about our supporters? |
| ■ Situation Assessment | Are we informed? How do we respond to threats? To opportunities? |

Strategic Planning: Three Core Elements

Using the Youth Development Trust in South Africa as an example, below are illustrations of three core elements of a strategic plan.

1. IDENTIFY STRATEGIC ISSUE

Example: Reduction in international funding.



2. DETERMINE STRATEGIC GOAL

Example: To create a discretionary pool of funds over the next three to five years to cover program costs with a minimum of external (non-South African) support.



3. DEVELOP APPROPRIATE STRATEGIES

Example: To reach its sustainability goals, the Youth Development Trust pursues three general strategies: a) raising awareness among South Africans about YDT's mission and programs; b) building an endowment; and c) forming long-term strategic relationships with corporations in South Africa.

Strategic Fundraising Planning (continued)

| | |
|----------------------|---|
| ■ Strategic Issues | What issues must we address to be successful? |
| ■ Strategic Goals | Where do we want to be in three years? |
| ■ Strategies | How will we get to where we want to go? |
| ■ Benefits to Donors | What do we offer our donors? |

Strategic planning starts with a review of the organization's *mission* and *vision*. Your mission communicates your NGO's purpose, its reason(s) for being. Your NGO's vision describes your desired picture of reality. It communicates an improved scenario for young people (or whatever the cause may be) that your NGO is working toward.

Mission and Strategic Position: Polish Children and Youth Foundation

Mission: To foster the all-around development of Polish children and youth between the ages of five and twenty.

Vision: All Polish children and youth become responsible and creative individuals with the necessary skills, knowledge, and resources to shape their own futures and contribute to the development of their communities, their country, and the world.

Does your mission and vision resonate with the audiences you need to reach for the sustainability of your organization? Does it make sense? Will it make people want to support the organization? Your organization should review its mission statement periodically to make sure it is relevant and describes why your organization exists. Your vision also is dynamic and changes as the needs of the groups you serve and environment you work in shift.

An essential requirement for good strategic planning is to know your *key interest groups* (stakeholders) and what you give them and what they give you. Who are your stakeholders for sustainability? How do they influence you? What do you get from them? What demands do they make on your organization? How do you satisfy them? For the stakeholders who give you money, time, or other resources, it is absolutely essential that you understand and meet their needs and expectations. Defining the benefits that you want to provide to key groups of stakeholders will enable you to verify whether they value these benefits, or if their needs and expectations have changed.

A *situation assessment or environmental scan* is a candid and thoughtful analysis of the situation in which your organization works. It usually includes four parts: internal strengths, internal weaknesses, external opportunities, and external threats (also known as a SWOT analysis). How do you see the situation? What is your competition doing? What is happening in the economy? What is good about the way you operate? What's not? Be candid! Understanding the situation from the sustainability perspective is an essential (and often neglected) component of thinking strategically.

Strategic issues are the three to five biggest issues you have to solve in order to improve the financial sustainability of your organization. They are the issues that must be addressed to survive and perform well. Identifying critical strategic

How Strategic Planning Led to Capacity Building: Insights from Slovakia

From interview with Filip Vagac, Executive Director, Children of Slovakia Foundation (CSF).

Q: CSF had a breakthrough in the way it thinks about sustainability and a big burst of confidence to try some strategies that seemed doubtful two years ago. What happened?

A: The strategic planning process we underwent in 1998 was critical. It created a sense of direction for everyone, not just the director. We all got more in touch with our personal commitment to our work with CSF. It forced CSF to define its programmatic niche. Now we can go out and talk to other people with more confidence about what we are doing as an organization.

It also helped us project into the future and see that our sustainability was not assured unless we could really diversify and develop a wider variety of relationships. The strategic planning process was a turning point in making everyone aware of: 1) the sustainability challenge, and 2) that they all had a role. Expertise and knowledge is no longer centralized in one person (e.g., the executive director). Now we work through a group effort with role delegation within the group. Within the team people have specific expertise that they exercise.

issues flows directly from your analysis about the organization, the situation, and the interest groups.

Strategic sustainability goals state where you want to be in the long term (3 to 5 years). They are the most important long-term goals you can have for fundraising, communications, and capacity building. They respond to stakeholder expectations, institutional needs, and the situation assessment. They are realistic but represent significant progress and change.

A *strategy* is a clear and logical description of the path your organization will take to reach its goals and get closer to its vision. It is the road map crafted to fit the special situation of your organization, its environment and its donors, volunteers, and other supporters. Strategy is the basis for decisions, setting objectives and priorities, and allocating resources. Identifying sustainability strategies requires creativity and insight.

Examples of sustainability strategies include:

- Doing what you do in a uniquely efficient way with larger than usual results
- Being the best in a particular category and dominating that market
- Developing your national image (how you want to be seen)
- Diversifying your sources of revenue
- Building your fundraising capacity
- Charging fees for service and grants management
- Running profit making subsidiaries
- Training and investing adequate human resources in fundraising
- Integrating communications strategies for education, advocacy, and fundraising

Strategic planning by Partners has led to all kinds of improvements and breakthroughs in their sustainability efforts. Through strategic planning the Children of Slovakia Foundation (CSF) realized that it was on a slow growth path leading maybe to extinction. From the planning process, staff and board members developed a new sense of direction for the organization, its programs, and its sustainability (see sidebar).

Strategic Position for an NGO

Strategic position is the essence of who you are as an organization, what you do, and why donors should support you. It brings together in a single concept the essential idea that makes your organization effective, attractive, and sustainable.

Your strategic position can be stated in a single sentence to describe your distinctive competencies in your sector of activity. It uses and builds on your knowledge of the environment in which you work, the image you create, the internal capacity you build, and the alliances you develop.

Fundação Abrinq: Programs Supporting its Strategic Position

Strategic Positioning for an NGO

- Strategic positioning requires critical insight into who you are and what you do that is most appealing to current and potential donors.
- Your strategic position reflects your mission but is directed to donors.
- It is a single statement describing a unique and powerful appeal in your marketplace.
- It guides the development of other elements of strategy.

Thinking about your strategic position is a process of taking into consideration the environment in which you work and seeing yourself as potential donors see you. Your strategic position must be simple, clear, and easy to communicate because it has to connect donors directly and effortlessly to you.

When you are competing for funds and other support in a very tight marketplace, your appeal has to be different: better, cheaper, or unique. If you are not different, a donor has no reason to select your organization over any other. To become different, it is useful to view your mission from the perspective of current and prospective donors and emphasize those aspects of your work which are most appealing from a donor perspective. This does not mean that you should modify your mission to suit your newest donor. It does mean that you should constantly ask yourself whether your mission and vision not only best serve your target population or issues but also resonate with other people and organizations in your society.

Fundação Abrinq is clear about why it is different from many other NGOs in Brazil. One reason is that unlike other Brazilian NGOs, Fundação Abrinq seeks to get outside stakeholders directly involved in its various child and youth programs. Fundação Abrinq involves dentists, educators, salespeople, mothers, local authorities, and companies. Because it provides opportunities for so many different types of people and sectors of society to become involved, Fundação Abrinq's image and support base are strong.

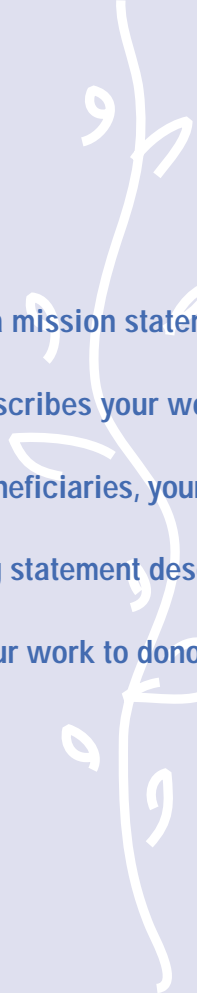
Mission and Strategic Position: Fundação Abrinq

Mission: To promote the defense of the rights of Brazilian children and adolescents.

Strategic Position: To serve as a bridge between the social needs of Brazil's children and the human and financial resources they need for their healthy development

Positioning is a dynamic process that will change over time as external conditions change. It can take time to get it right. In South Africa, the Youth Development Trust (YTD) started out under apartheid rule as a grantmaker that funded disadvantaged groups with a focus on child, youth, women, and the poor. To respond to radical changes in the external environment—the end of apartheid—YTD decided in 1995 to focus exclusively on youth, an essential population in the development of a new South Africa. Two years later it developed the following positioning statement to reflect its new role.

- Engaging the Media
"Child-Friendly Journalists"
- Engaging Local Governments
"Mayors for Children"
- Engaging Companies—Affinity Relationships
"Child-Friendly Companies"
- Engaging Companies—Strategic Alliances
"Believe It to See It"
- Engaging Individuals
"Our Children"
- Engaging Professionals (Dentists)
"Adopt a Smile"



If a mission statement describes your work for beneficiaries, your positioning statement describes your work to donors.

Positioning Statement: Youth Development Trust

The Youth Development Trust supports South African youth by adding value to donor contributions through a unique combination of technical support and grantmaking to local youth serving NGOs.

YDT positions itself by emphasizing its partnership approach. It adds value to what its grantees and other youth-serving NGOs are already doing by providing other essential inputs: research, networking, strategic thinking, capacity building, and access to new ideas. The Trust positions itself as an efficient and effective entry point for donors who wish to invest in youth programs and the youth sector as a whole.

Mission versus Strategic Position

If a mission statement describes your work for beneficiaries, your positioning statement describes your work to donors. In most organizations, the mission gets first and highest priority. In an organization concerned about sustainability, the positioning gets equal attention.

It is important that your mission and position represent the same organization in reality, not just in words. Donors can ultimately tell if your positioning statement does not accurately reflect your reality. Mission and position must be completely compatible and mutually reinforcing. If you cannot develop a strategic position that effectively appeals to donors, you should look again at your mission statement.

With a clear mission, a powerful strategic position, and good strategic planning, an organization's program, communications, and marketing activities will all mutually reinforce each other.

Identifying Your Strategic Position

The best strategic positioning for your NGO differentiates it from all others by revealing its unique value added. It answers the questions, "Why should I give you my money rather than keep it myself? How can you make better use of it than any other NGO? What are the unique benefits of working with your NGO?"

Questions to Ask in Identifying Your Strategic Position

1. What is your future role in your country? What will be your unique contribution? List your distinctive competencies. For example, will it be:
 - Funder of other organizations (an intermediary providing funds for other NGOs)?
 - Service provider to strengthen other NGOs to enhance their products/services?
 - Incubator of ideas; a creative source of innovation and leadership?
 - Direct provider of services to youth (or others)?
 - Some unique and effective combination of these?

Identifying Your Strategic Position (continued)

2. What is your attitude and plan concerning growth and sustainability?

- Do you want significant growth?
- Do you want a limited period of activity followed by dissolution of the organization?
- What is your rationale for remaining small if you are good?

3. How will you increase your revenues?

- What combination of methods will you pursue (e.g., fees, cost recovery, individual gifts, government contracts, partnerships with corporations)?
- Who are your potential donors? What do they want?
- What benefits and added value do you provide to meet their needs? How far can and will you go to meet their needs?
- Why should they provide funding to you rather than to others?
- How will you know and meet the expectations of your current and prospective donors?

4. How do you make your role as an intermediary helping other organizations attractive?

- Why is an intermediary needed?
- What unique services do you provide?
- What special strengths and capabilities do you have?
- How do you make your organizational assets attractive to different donor segments?

By answering these questions, your NGO will be able to identify the strategic position needed to build an organization that is effective and attractive to a variety of donors.

The Role of Competition in Determining Your Strategic Position

Throughout the world, the NGO sector is growing. Governments are seeing NGOs as needed and valuable partners. NGOs are becoming increasingly professional in all their activities including their sustainability efforts. More and more NGOs are reaching out to more individuals, companies, and government offices and doing so more often. Donors are feeling overwhelmed. Donors, small and large, corporate and individual, all have many different NGO options from which to choose.

For some NGOs, the word competition has a negative connotation and is reserved for use by the private, for profit sector. It suggests dominating the market by vanquishing or engulfing your competition. For NGOs that think of themselves as collaborative and sector-building, being competitive may sound antithetical and raise the question, "What does competition have to do with my NGO?"

We believe that all NGOs—even those that value collaboration—need to be aware of their competition. By that, we mean being cognizant of what

“Especially important to the Philippine context is the reality of competition in fundraising with so many players espousing similar causes. Top government officials and media-based personalities are doing fundraising. Child sponsorship campaigns are also increasingly popular.”

*– Greg G. Par,
Resources Development Manager,
Children and Youth Foundation
of the Philippines*

other organizations with similar missions and programs are doing, particularly in the area of sustainability. Taking stock of other organizations in your class (e.g., your competition) should be an integral part of your environmental scan. You may find that what they do threatens your sustainability or conversely, presents new opportunities for mobilizing resources by doing a joint program or merging. Whichever the case, you simply cannot ignore the issues of competition. If you are lax about assessing your environment how are you to know whether:

- Your programs and services are clearly differentiated from what other similar NGOs are doing?
- Another organization is vying for the attention of your stakeholders?
- Your organization's message and image is confused with that of another NGO?
- You run the risk of duplicating the services of another NGO?
- Another NGO is offering a more attractive alternative to your same set of stakeholders? In short, it will be very difficult to develop a strong strategic position if you ignore what others are offering that competes in some way with your products and services.

Knowing what other organizations are doing will help you and your staff make wiser decisions about how to become more efficient and effective. If your NGO is duplicating what others are doing, or comes across as less relevant than another organization or simply indistinguishable, this will hurt your sustainability efforts. A key strategic step is to define your NGO's unique role in a way that makes current and potential donors clearly aware of your distinctive value.

CHAPTER 2: CREATING INTERNAL CAPACITY

The internal capacity to fulfill your organization's sustainability goals rests on many factors. Among them are having competent staff, supportive policies, internal systems to manage assets, and an organizational culture that reinforces your sustainability efforts.

This chapter will examine:

- What is organizational culture and what does it have to do with sustainability?
- Who is responsible for the sustainability of your organization?
- What can the board do to increase your organization's sustainability?

Organizational Culture

Getting your organization's culture right can be the most important step in building internal capacity for sustainability. When your culture is 'right,' your sustainability efforts will be energized and you will produce optimal results from board, staff, and volunteers.

Culture shapes the way an organization does things, what it believes, what it values, and what it rewards. It is the glue that binds people together and gives them a similar way of behaving. Culture includes the core values and beliefs, norms, and ideas that shape how an organization carries out its mission. They influence activities within the organization and identify how you want to treat staff, volunteers, donors, participants, and others. Culture plays a key role in sustainability.

A sustainability culture unites everyone in the NGO around the importance of effective communications and fundraising. Organizations without a strong sustainability culture will not grow. A good sustainability culture exists when all staff respect their donors and want to understand and meet their needs. A good culture exists when staff members value program and sustainability as two necessary components of a successful organization and appreciate their interconnectedness. You cannot market the organization and what it does unless you have good programs. On the other hand, if no one wants to invest in your programs, they have little chance of benefiting society and being sustained.

Characteristics of a sustainability-friendly organization include staff who are thinking regularly about your sustainability stakeholders, having an eye open for product possibilities, being alert to opportunities, debating ideas openly, and taking calculated risks.

Some of the cultural attributes that are compatible with a sustainability-friendly organization include being innovative and creative, emphasizing high quality services, rewarding initiative, and being accountable and results-oriented. Another important attribute is flexibility. Having leadership that is open minded and savvy to changes in the environment and able to rally staff to shift its program and services accordingly can be one of the more important characteristic of a viable NGO.

As part of its sustainability culture, the Oaxaca Community Foundation in southern Mexico has a strong commitment to each one of its donors. Their

commitment includes informing donors about important aspects of the foundation's work, transparency about its finances, using donations according to the objectives for which they were given, being professional and courteous, being prompt and truthful, and giving due recognition and appreciation.

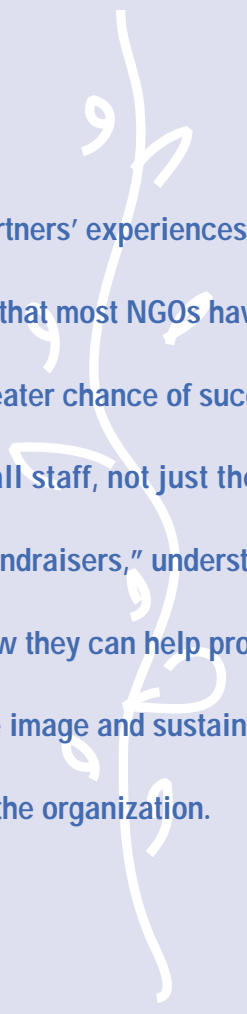
Tips for Promoting a Sustainability Culture within your Organization

1. First, identify the desired improvement. This can flow from a strategic planning process in which the key people in the organization identify their values and the new way they would like to work to achieve strategic goals.
2. The process can begin with the executive director articulating the need for change and presenting staff with ideas for elements of the desired new culture.
3. Staff need to participate by listing reasons for a shift in the culture, reviewing the current culture, and identifying where change is needed, proposing how to change, and validating the desired new culture.
4. Your new sustainability culture can be summarized in a few bullet points, for example:
 - We value our donors and other supporters who make our program possible.
 - We commit ourselves to understanding and meeting their needs.
 - We seek to engage them in creative pursuit of our mission.
5. Developing a new culture takes constant effort and reminders. It is essential to express the new culture through behavior. Your NGO needs to define how this new culture will be put into concrete practice. Make sure you provide time and resources for staff training so that you create a team with the attitudes and skills needed.
6. You can celebrate the culture in posters, even pictures. Recognize and honor people who exemplify the desired new behavior and provide coaching to those who need it.

An NGO with a Business-like Culture: Fundação Abrinq (Brazil)

Fundação Abrinq's business-like culture is shaped by the fact that it was created and led by business leaders with a vision of social responsibility. As a result, the organization is staffed with professionals who have both an understanding of and experience in social programs and a focus on pragmatism, action, and results. Because of this culture, staff members see a social program as a concrete product with benefits, its own image or brand, and professional communications strategies. Projects are managed with a focus on results.

To work at Fundação Abrinq, staff must believe in the merits of business and social sector collaboration and be free of anti-business prejudices. Fundação Abrinq also looked for people who understand how the market can be used to help solve social problems. The business leaders who work for Fundação Abrinq are also positively inclined to working with NGOs to solve social problems. Whether from the business or the NGO sector, it is



Partners' experiences show us that most NGOs have a greater chance of success if all staff, not just the "fundraisers," understand how they can help promote the image and sustainability of the organization.

essential that staff and volunteers are deeply committed to the social purpose of the organization—the rights and development of children and youth.

Thinking about the resources, as well as the problem for which the resources are mobilized, is basic to the organization's philosophy. Just as a company could not envision making a product that it did not or could not sell to the public, Fundação Abrinq's board and staff cannot imagine creating a "social product" that is not offered to Brazilian people to "buy and own." The fact that the public is willing to contribute to or pay for the social products that Fundação Abrinq provides, confirms that what it does has social value.

Fundação Abrinq believes that its focus on results is one of the biggest reasons for its success and sustainability. Results not only encourage stakeholders to contribute but are the biggest motivator for staff. Staff see that what they do produces measurable, visible impact. This reinforces their commitment to the cause and to the organization.

Who is Responsible for Sustainability?

To be successful, most Partners use a team approach for sustainability planning and implementation. Partners' experiences show us that most NGOs have a greater chance of success if all staff, not just the "fundraisers," understand how they can help promote the image and sustainability of the organization. Financial managers play a vital role in promoting the transparency of the organization and calculating the costs of the organization's products and services. Creating and tailoring products to fit the needs of children as well as donors is a key role for program staff. The executive director ensures the overall quality of the organization's management and programs. He/she also needs to make sure that the organization pays equal attention to its sustainability and programs and meets the expectations and needs of its donors.

Figuring how to meld together staff roles and talents so that the organization's financial sustainability is enhanced is a key challenge for all NGOs. For IYF Partners, one essential requirement is for staff to work efficiently and effectively in teams.

While the NGO might have one or more individuals who are specifically assigned to plan, manage, and/or execute fundraising or communications activities, they do not do it in isolation. For example:

- The Irish Youth Foundation has one full time staff devoted to fundraising; however, the board is heavily involved and routinely recruits volunteers for special sustainability efforts such as events and campaigns.
- The Children of Slovakia Foundation has two full-time people devoted to sustainability, a writer and communications person. The executive director provides direction and leadership and the program director is a key ally in all sustainability efforts.
- The Children and Youth Foundation of the Philippines (CYFP) recently hired a full-time staff person to oversee fundraising; however, for its national fundraising/communications campaign, it worked in partnership with another organization that is providing major

staff support. The executive director ensures that CYFP staff work in harmony toward the same strategic goals and that partnerships with other organizations serve the long-term interests of CYFP.

The larger the organization becomes the greater the tendency for staff to become specialized, making team approaches more challenging. As NGOs grow and offer more programs and services it can become harder to find the time to communicate key information to staff relating to donor preferences, philanthropic trends, and other issues. In these situations there is a tendency for fundraising staff to go off and do their work and not take the time to confer with program staff. Likewise, program staff are understandably focused on program planning, grants, and project monitoring and may feel ill equipped or unmotivated to get involved in sustainability planning or external communications. In one Partner organization, for example, the fundraising department is well versed on the preferences of local donors and has not been able to effectively communicate this information to program staff. As a result, program staff are not sufficiently aware of whether the programs they design will satisfy the needs of current and potential donors.

Many organizations make the mistake of putting too little emphasis on internal communications, believing that communications only have an external purpose. Internal communications are very important. Organizations, especially as they grow, often fail to keep their own staff and board sufficiently informed of key activities or the latest developments. It presents a terrible image for outsiders to know more about a particular organizational activity than some of its staff.

Your entire staff should not only keep each other informed of the organization's activities but be trained to identify strategic opportunities to improve your organization's image and relationships. Program and communications staff should be in constant contact in order to find new opportunities for promoting the organization's work. All staff need to be aware of the importance of maintaining consistent messages to avoid disjointed or conflicting communications coming from different parts of the organization.

Infusing key staff, not just the fundraisers, with the confidence and motivation to win over new supporters is the job of the NGO leader. Filip Vagac, Executive Director of the Children of Slovakia Foundation, said, "We all need to be involved in and support sustainability. The biggest change for CSF has been the coming together of the fundraising staff with the program staff. Before they were more compartmentalized. Sustainability is now seen as part of everyone's job. Gone are the days when someone could say, 'Sustainability, that's not my job.'"

Mobilizing Staff: Focus Brazil

Fundação Abrinq's eight project coordinators are responsible for figuring out how to raise funds as well as for designing and managing a quality project (e.g., product). Others in the organization help with resource mobilization as part of a team effort, but the project coordinators are ultimately responsible for ensuring that the project has a "market" and that "customers" are satisfied. Fundação Abrinq also encourages any member of the team to take initiative as a way of stimulating creativity and pride in the organization's work.

Mobilizing Staff: Focus Slovakia

At the Children of Slovakia Foundation, sustainability planning is part of the overall planning and strategic management of the organization. At least once a month the executive director, the writer/fundraiser, communications person, and program director get together to look at opportunities for mobilizing resources and developing programs. They use this meeting to look at new options for "product" development (e.g., devising programs and services that will have donor appeal) and to plan coordinated activities.

As a result, weekly meetings of the fundraising staff tend to be shorter and more focused since the roles of individuals, as well as their contributions to the entire sustainability effort, are clearer. Similarly there are weekly meetings of just program staff.

Planning retreats with all staff are also held at least once a year to review progress and chart the course for the next year or more.

How well does your NGO involve all staff?

Here are some questions an NGO leader might ask him or herself about how well the organization is managing its most important asset—its staff—to create a collective sense of responsibility for the sustainability of the organization:

- When new staff are brought into the organization, are they fully oriented about how you want them to be involved in planning and implementing activities relating to sustainability?
- Does your organization encourage staff—not just the "fundraisers"—to develop their "sustainability skills?" Does the organization provide training?
- Does everyone in your organization feel free to come up with creative ideas for how to boost your organization's image or strategic relationships with current or potential donors?
- What incentives (e.g., bonus, special recognition) does your organization offer to staff to get involved in promoting the sustainability of the organization?
- How does your organization support and acknowledge those staff who demonstrate good teamwork?
- How good and consistent is the executive director or other senior leaders in delegating authority to a staff team for a sustainability effort? Is the NGO leadership empowering staff with the authority and tools to take responsibility and be creative?

Getting the Most from Your Board of Directors

Getting the board involved in promoting your organization and fundraising is a challenge to NGO executives around the world. Northern and southern NGOs alike share the same challenge—how to effectively engage busy board members in the long term job of sustaining the organization. A look at top organizations and boards around the world will show that the board as a group and board members individually are actively involved in planning and working toward the sustainability of the organization.

Fundraising books are full of examples of how board members can play a broader and more active role in promoting the sustainability of the organization. Obviously, governing the organization well is the most basic and fundamental way your board can ensure your organization's sustainability. Ensuring that your NGO has a clear mission, a strategic vision, a clear plan to achieve its strategic goals, the competence to execute the plan, and good management is part of your board's job. But what other ways can your board more directly support the sustainability of your organization?

In Ireland, the key to the institution's sustainability is the board. With only three staff (Executive Director, Fund Raising Manager, and Administrator), the bulk of the over US\$1 million raised by the Irish Youth Foundation in 1998 was done by committees made up of board members and other volunteers.

The Board: What it Can Do for Your Sustainability

- Refining, approving, and understanding your strategic plan, sustainability goals, and strategic position.
- Strategizing with staff on particular approaches to increasing your organization's image or building new relationships.
- Ensuring that your organization has a good and workable code of ethics for sustainability; using this code for strategic decisions and reviewing the code periodically to ensure its relevance.
- Recruiting high quality volunteers to work with staff and board on specific sustainability projects (e.g., an event or special presentation).
- Securing high quality pro bono services from professional or personal associates.
- Hosting a lunch, breakfast, or other social gathering where the board member showcases the work of your organization for a group of potential supporters.
- Cultivating potential supporters (e.g., individuals, companies, government officials) through personal contact, also referred to as "door opening," and enabling staff to follow up with these new relationships.
- Speaking on behalf of the organization and its issues.
- Providing or securing sponsorship for an event being offered by your organization.
- Making a direct appeal to another individual, a company, or association for a donation.
- Setting an example by making a donation to the organization.

Often when an NGO starts out, its main concern in putting together a board is to recruit members who can lend credibility and prestige to their new social enterprise. This has been particularly important in places like Poland and southern Mexico where creating public confidence is a first order of business for any NGO. In both places, the boards of IYF Partners are comprised of leaders from different sectors of society with impeccable credentials. By associating with the new NGO they have enabled it to earn the confidence of international and national stakeholders. With time, the dilemma becomes how to get these same boards to do more for the sustainability of the organization. It is hard to imagine how your NGO can mature as an organization without strategically involving your board members in sustainability.

Partners offer practical suggestions of how to engage your board more actively in sustainability efforts:

“Keeping our twenty board members involved requires various factors such as: encouragement, information, and carrying out an ongoing series of activities that increase contact between board members and staff. The division of the board into permanent committees (e.g., executive, finance) where each can contribute their skills and abilities based on their experience is also very important. The fact that the Foundation has active board members means it can benefit from the support of volunteers, which helps keep down operational costs and strengthens the development and operations of its programs.”

*– Jaime Bolaños,
Executive Director,
Fundación Comunitaria de
Oaxaca–Mexico*

How You Can Help Your Board Members Become More Involved

Recruitment: When recruiting new board members make sure you tell them what the organization expects from them in the area of communications and fundraising.

Orientation: Once they are on the board make sure new members have been fully oriented and briefed about your sustainability strategies and what they can do to help. Having a job description for each board member that includes their sustainability role can be very helpful.

Board chair: Take the time to coach your board chair on how she/he can set an example for the rest of the board.

Composition: Review the composition of the board to make sure your board has the right skills and connections for sustainability. YDT in South Africa, for example, recently added an investment banker and a corporate executive to its board.

Recruit other volunteers: Not all volunteers may want to commit to serving on your board, but are happy to help with a sustainability effort. Have these energetic individuals work with your board and staff through a permanent or ad hoc board committee.

Rotation: Make sure your board has (and uses) mechanisms to renew its membership. Board leaders and members should be able to rotate off the board on a regular basis and new ones incorporated so that the board is constantly energized.

Ask: It sounds so simple but all too often staff forget to ask the board to help and just assume that the board is too busy or not interested in making a call to a donor or hosting a luncheon.

Give your board good products: Just as you need to find ways to appeal to your external audiences (Chapter 3) the same principle holds true for your board. The more you can communicate what you do to your board in ways that are concrete, clear, and compelling, the greater the likelihood that a board member will feel confident and motivated to go out and "sell" your organization and what you do. Give your board an appealing cause or program ("product") to sell and see what a difference it makes.

Maintain their interest: Invite feedback from your board members on how well they think the organization is reaching out to current and new donors; acknowledge the board's contribution and thank members for their time and support; let the board know the organization needs them.

Set an example: The board should have a policy that all members are expected to contribute financially to the organization at whatever level they can. In this way they can tell prospective donors that they care so much that they give and so should others.

When recruiting new
board members

**make sure you tell them what
the organization expects**

from them in the
area of communications
and fundraising.

CHAPTER 3: KNOWING YOUR ENVIRONMENT

The environment helps determine your mission and how to strategically position your organization so that it is appealing to current and potential stakeholders. It determines your audiences and potential donors. IYF Partners' experiences show that your environment is more likely to change than to remain stable. You must expect change and be on the look out for it. If your organization fails to respond to significant changes in your environment, you run the risk of: a) missing opportunities or focusing your strategies incorrectly, thus putting your program effectiveness and sustainability at risk and, b) being vulnerable to threats in your environment, jeopardizing your ongoing activities, and even the existence of the organization.

This chapter looks at two issues related to understanding and responding to your environment.

1. Getting the facts about your local context
 - Why are the facts important?
 - How do you get them?
 - Case: Fundación Esquel in Ecuador
 - Tips on doing market research
2. Weathering changes in the environment
 - How changes can thwart your plans
 - Case: ups and downs in Poland
 - Lessons on how to survive volatility

Getting the Facts about your Environment

To be able to effectively raise local resources from individuals, businesses, or government, you need to understand how different segments of society think and act. Collecting the right information and developing appropriate strategies can ensure that your NGO maximizes the return on its fundraising investment. This is some of the information you will want to know:

- The social issues that most concern potential donors or strategic allies
- The kind of children and youth projects that are most attractive to them
- Their perception of your organization and of the non-profit sector overall
- Existing or possible incentives to encourage donations or alliances
- Trends in the business sector in your country
- Current philanthropic giving patterns
- Existing cross-sectoral strategic alliances
- Insight into different potential donor segments, not only the ones that are actively giving
- The activities and methods of NGOs that are the most successful in the marketplace

- The needs and expectations of various donor and non-donor groups or segments

You may find that the general public reacts differently to issues or projects than the business sector, government, or foreign donors. You may need to identify different motivations or incentives for different sectors and adjust your approaches accordingly. In seeking the information you want, it is important to segment the data according to the audiences you are interested in approaching later. Chapters 5, 6, and 7 will give you ideas on how to approach the corporate and public sectors and general population.

Some Ways to Get the Facts about Your Environment

Various approaches IYF Partners have used to gather the information they need to develop their sustainability strategies include:

- Conduct a full-fledged market research study (see case of Fundación Esquel pp. 30-31). The Oaxaca Community Foundation and Opportúntitas in Venezuela are planning similar research projects based on Esquel's experience.
- Informally poll some of your trusted business and personal contacts—board members, friends, and suppliers. Opportúntitas in Venezuela is consistently asking its board members and other business contacts about the climate for social responsibility. Fundação Abrinq's strong links to the business sector in Brazil allow it to constantly receive information and insight into what the business community is thinking and doing.
- Use your own fundraising efforts to learn about your target population. The Irish Youth Foundation uses its direct mail efforts to learn about potential donors by analyzing the results of their solicitations. Staff look at such issues as the profile of the person giving, where they live, and which corporate sectors are giving.
- Join efforts with other donors or NGOs to promote and learn about philanthropy. The Children of Slovakia Foundation helped found the Donor's Forum (an association of donors) which researches key issues related to local philanthropy and promotes donor coordination.
- Prepare new studies or analyze existing case studies of local philanthropy to get ideas of what works and why. Opportúntitas hired consultants to research cases of best practice of corporate responsibility by Venezuelan companies to better understand the local context.
- Read newspapers, newsletters, websites, and articles. Monitor television and radio shows for ideas and information. Foster an environment inside your NGO where staff is curious, open to new ideas, and thirsty for information about the environment and how it may affect your NGO's work.

CASE STUDY

Researching Giving Habits in Ecuador

In 1995, Fundación Esquel in Ecuador reached its five-year anniversary as a national NGO supporting the development of Ecuadoran civil society. Having tried various methods of mobilizing local resources with mixed results, it had no clear path to follow for success. Esquel suspected two main reasons for this: 1) a lack of understanding of what made the local “donor” market work, and 2) an overall weak culture of giving and volunteering in Ecuador. The Foundation decided that it needed to create a program specifically aimed at understanding and promoting local philanthropy in order to identify a strategy for mobilizing local resources.

To start, Esquel conducted a study of the current attitudes and practices about giving and volunteering in Ecuador. This gave Esquel a clearer understanding of which methods, programs, or incentives would be the most effective for fomenting a greater culture of giving.

The year-long study consisted of five phases, listed below. In each phase, the research included specific questions about the level of Esquel’s recognition and reputation. The direct cost of the study was approximately US\$ 30,000.

- Literature review of libraries, documentation centers, and institutions, and interviews with key players in the two major cities of Ecuador.
- Focus groups with young people and adults in three cities about their impressions of the NGO sector and other issues.
- In-depth interviews of fifty NGOs in three cities about their experiences with local fundraising.
- In-depth interviews with 62 corporate leaders from five cities about their current practices, incentives to contribute more, and their opinions of the NGO sector.
- In-depth surveys of over 800 households about practices and motivations for their giving and volunteering.

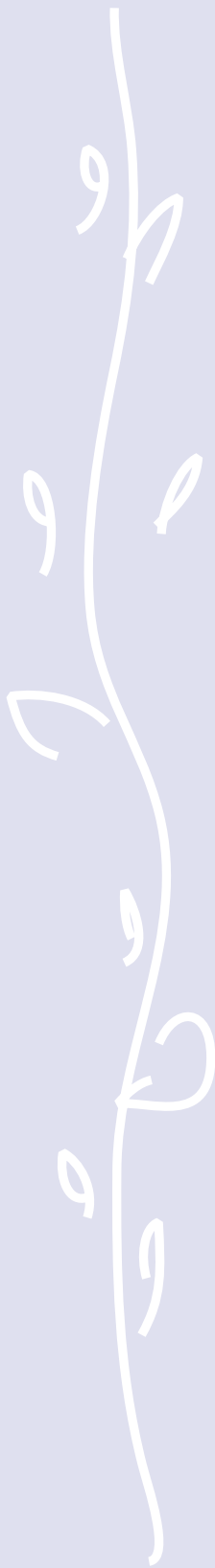
Main Findings of Esquel’s Market Research

- The most worrisome social problems are poverty, unemployment, crime, deficient education and health services, and the loss of moral values.
- NGOs which focus on direct service provision for immediate social needs (e.g., orphanages, services to the ill, food for the hungry) have an easier time raising funds from individuals than those who take a long-term “development” focus.
- Individuals respond best to emotional appeals (disaster, ill children) and most often give directly to needy people or the church.
- Many businesses have a distrustful attitude toward non-profits and feel they need to improve their accountability and transparency. Many NGOs feel they can’t trust business and question their motives for social investment.

- Businesses prefer to give to health and education programs, especially for children.
- Businesses prefer projects with concrete and measurable results.
- Corporate motivations for giving include increasing the image of the company, contributing to the country's development, and generosity.
- Most giving, by both businesses and individuals, is for local or regional needs.

Based on data, Esquel's strategy to raise awareness and promote social responsibility changed in the following ways:

- Esquel stopped describing what it did as "promoting philanthropy" and started using the term "social responsibility" since the latter has more positive connotations in Ecuador.
- Corporate social responsibility became the focus of Esquel's efforts due to businesses' greater openness to investing in social causes.
- Esquel made awareness-raising about the importance of social responsibility and the concept of social investment a centerpiece of its program.
- It offered training and technical assistance to increase and improve practices of both NGOs and businesses.
- It emphasized greater communication and accountability among NGOs to increase their credibility.



Tips On Doing Research

Suggestions for developing a market research project

1. Carry out the phases of the study sequentially—the design of each phase can benefit from the insight of the previous one.
2. Focus your surveys and interviews on:
 - the issues that are most important to you,
 - specific goals and types of information you most want to learn,
 - a particular target group, e.g., corporate sector or general public,
 - getting information to help you "sell" your projects after the study.
3. Survey suggestions:
 - Gather sample giving and volunteering surveys from other countries as a guide.
 - Combine interviews with a survey to ensure better response rates and obtain measurable data (mailing surveys and asking for them to be returned have a very low response rate).
 - Make the surveys as focused and as short as possible—long surveys tire out the interviewee and may result in poor response rate or less than thoughtful responses.
 - Send a letter to those who will be interviewed signed by your organization's President ahead of time to open the door.

Suggestions for funding research

- Ask a market research firm to carry out some of the research for free or at a discount in exchange for publicity.
- Get ad agencies or research firms to tag on a few questions to an existing national survey.
- Join forces with a non-profit research institution or university to help with the research or add a few key questions onto another research project.
- Have university students do a thesis on the subject or carry out surveys as part of a student research project, which you help supervise.
- Accept one or more summer or part-time university interns to carry out the surveys as part of an academic project.
- Join efforts with other NGOs to share the cost of the research.
- Limit the study to a series of focus groups. This will not give you the detailed quantitative data but will give you a wealth of insight into attitudes and practices.
- Target only one audience (e.g., corporate sector or a segment of the corporate sector) to study and analyze specific cases of good practice in that sector.

Weathering Changes in your Environment and Succeeding

As we saw in the first chapter, all NGOs are affected by changes in their environment. Such changes can present opportunities or threats, and sometimes both.

NGOs operating in countries emerging from socialist or dictatorial rule may face greater obstacles due to the instability of their economies and political situations. Instability can make it harder to raise local funds and get peoples' attention since individuals, companies, and the public sector may feel understandably insecure about the future.

Other external changes your NGO may need to respond to include changes in the needs of children and youth (or other target groups), in donor attitudes or preferences, or in your competition. This may warrant reconsideration of your program strategies, as well as rethinking how you position your work in that new context. Changes in the local donor environment may require redirecting your fundraising efforts to a different donor population or changing the way your organization approaches or positions itself toward existing donors. Your strategic position may need to change as the competitive environment changes. More competition requires more differentiated products and services.

The sustainability of an organization depends greatly on its ability to respond to these external challenges. Your organizational culture needs to be flexible in looking for ways to maximize resources, in finding innovative ways of raising funds, or carrying out programs in adverse environments. It often takes a great dose of creativity in order to weather difficult times, and even to come out ahead.

Slovakia

In 1998 presidential elections provided the opportunity for NGOs to make a name for themselves by organizing a “get out the vote” campaign for a crucial presidential election. The current positive image of many Slovak NGOs is due to the success of that campaign.

Ecuador

When the government froze bank accounts in March 1999, Fundación Esquel convened a group of other key NGOs to propose alternative solutions to the government that would allow for the release of NGO funds. Joining efforts with other NGOs made their case more powerful. Esquel's leadership and convening power were key factors in the group's success in achieving a progressive “unfreezing” of its accounts.

Lessons on How to Survive Economic and Political Volatility

- Crises can play a role in making the organization think in a new, and perhaps more strategic, way. They can force your organization to recognize opportunities that might otherwise be overlooked.
- Building relationships and alliances with government, other NGOs, business, and the media in non-crisis times creates an asset which can help your organization get through crises.
- An established track record and image also make it easier to call on local or international allies for help when trouble hits.
- Creativity and flexibility are extremely important. Your organization must be able to readjust priorities or strategies if there are critical moments. It also must know how to compromise and propose alternative solutions to problems.
- Transparency and fiscal responsibility are forms of “organizational capital” that your organization can call upon in getting your stakeholders and any other sectors of society to help your organization navigate a turbulent environment.
- Stay informed, absorb information from your environment. Be alert to (and even try to shape) political and economic trends and shifts. Anticipate and work to mitigate potential crises when they occur.

CASE STUDY

Ups and Downs in Poland: A Case of Organizational Resilience

The Polish Children and Youth Foundation (PCYF) is an example of an NGO operating during both boom and bust cycles. The Foundation was founded in 1992 after the fall of Communist rule. Since then, Poland has been struggling to make the transition from a centralized to a market economy. Economic reform has been difficult and slow. The post-Communist government that took over was not an avid promoter of a private sector driven economy or of decentralizing the public sector to provide more funds and autonomy to local government. Therefore, there were very few independent, local financial resources available to newly forming Polish NGOs, causing them to depend almost entirely on international sources.

In the early 1990's five international funders were eager to give resources to NGOs in Poland to help solidify the country's move toward democracy. This support helped PCYF get on its feet and develop its programs. Initially, the international funders were willing to give general support funding for the foundation that allowed PCYF to cover its operational costs and be an active grantmaker. Over time, however, funders no longer wanted to give general support but rather project-specific support, making it harder for PCYF to cover operational costs. This situation caused PCYF a good measure of anxiety as permanent staff had to be reduced, but it also prompted PCYF to make several changes—both internal and programmatic—with good results.

- PCYF made adjustments to the way it budgeted its expenses, allocating more administrative expenses into program budgets, thereby reducing administrative and salary costs as stand alone line items and presenting the “real” cost of programs to donors.
- To control operating costs, PCYF downsized its staff and used consultants more extensively.
- PCYF's board proposed that the Foundation work more as an operational foundation, implementing its own projects to help guarantee the continuity of some of its donors' support. This meant PCYF could more easily customize its programs to donor interests.
- The Foundation reached out to new donors, especially European donors including the European Union itself.
- PCYF began to offer a new service as an outsourcer of funds for other companies and larger foundations in Poland. This meant PCYF could continue to make grants to children and youth programs.

Another change occurred in 1995 when the Polish government began a process of decentralizing some social services to local governments. PCYF was well positioned to take advantage of this shift to foster greater collaboration between youth NGOs and government agencies because it had:

- Solid relationships with dozens of NGOs throughout Poland
- A database of best practice programs for children and youth in Poland
- Applied knowledge in an area of critical importance to local authorities: education

To respond to the decentralization of education and other services, PCYF launched a new program, Local Youth Alliances, aimed at two key audiences: NGO leaders and local government officials. Through this program, PCYF offered a series of workshops and study visits to NGOs and local government authorities. From this, NGOs and their local governments developed relationships that enabled them to plan joint efforts in education and youth services.

The program helped to increase NGOs' access to government funding and PCYF's credibility with the public sector. Two years later, PCYF's strategic thinking produced another benefit for the organization and youth sector. A federal agency enlisted PCYF's help in developing a new approach to an old problem (see "Building Alliances with the Public Sector," Chapter 6 for more details.)

| Time line of key turning points and PCYF response: | | |
|---|---|---|
| Year | External event | Institutional response |
| 1990 | International funders interested in investing in Poland | PCYF (founded 1992) funded with international funds; establishes name and credibility as grantmaker for children and youth. |
| 1995 | Decentralization of government to local level | PCYF approaches local government for partnership |
| 1997 | Some foreign funders withdraw and others change preferences to finance only program | PCYF: <ul style="list-style-type: none"> ■ changes method of working to include more program implementation ■ makes changes to include operational expenses within program costs ■ reaches out to local donors ■ reaches out to other European donors |
| 1998 | New Polish government that is more open to collaborating with NGOs | PCYF takes advantage of situation to establish partnership with central government. |

CHAPTER 4: CREATING AN IMAGE

Image is the way the public views your organization. Creating an institutional image allows you to make people aware of your work and to project your organization's strategic position. Image is not something that your organization creates through a brochure. It is developed over time through hard, consistent effort and good communications. Public opinion, the position of your competition, or changes in the issues or causes you represent can affect your image.

This chapter will explore the following questions related to NGO image:

- What is image and why is it important to your organization?
- Can you create image by doing your business well?
- What is an institutional “message” and how can you get it across?
- How can you use communications techniques to create your image?
- How can “corporate identity” lessons be applied to your NGO?

What is Image and Why is it Important to your Organization?

Image is a set of beliefs, ideas, and perceptions that the public has of your organization. It is what you create when you have successfully communicated to others what you want them to know and believe about your organization and your cause(s). If you have been successful, your image communicates:

- The cause you represent
- Your priorities
- Your size
- Your geographical reach
- Your values
- Your leadership
- Whether you are good at what you do
- Your base of support
- Your partners

Your NGO's image should support your strategic position. People should be able to distinguish your organization from others because of the way you have developed your image. If you operate in an environment heavily populated with NGOs, then you have to consistently work to differentiate yourself from other organizations, communicate what makes you special, and prove that you are worthy of support. Your organization's image is what allows you to differentiate yourself from other similar organizations also looking for resources. It tells people what your strategic position is with regard to others.

If the general public, the government, the business sector, and the media do not know or appreciate what your organization does, it will be

very difficult to get the support it needs. Having a clear and positive image helps donors to feel confident about providing your organization with resources.

A positive image allows the NGO to draw more easily on resources of all types such as:

- political relationships that are needed to operate unhindered in some countries,
- financial or material resources for operations and programs, and
- community relationships needed for programs to operate smoothly.

An established positive image is required to create the goodwill needed to get your organization through a difficult time such as a budget crisis or negative press coverage.

IYF Partners' experiences show that it can be easier to establish your image and credibility if you are in a small country or in one where there are relatively few NGOs, as is the case of Slovakia. In 1995 when CSF was founded it was the only grantmaking organization in the country focused on children and youth. Filip Vagac, CSF's executive director says "It was relatively easy for CSF to establish itself as an NGO by doing good things because there wasn't much competition from other NGOs." IYF Partners, and NGOs in general, working in NGO-abundant environments, have a harder time setting themselves apart and communicating their uniqueness.

The organizations, individuals, and causes with which your organization is associated affect your image. The famous axiom: "You are judged by the company you keep" applies here, both in the positive and the negative senses. Think carefully about the organizations with which you partner, whether they are other NGOs, corporations, or government agencies.

Start by Doing your "Business" Well

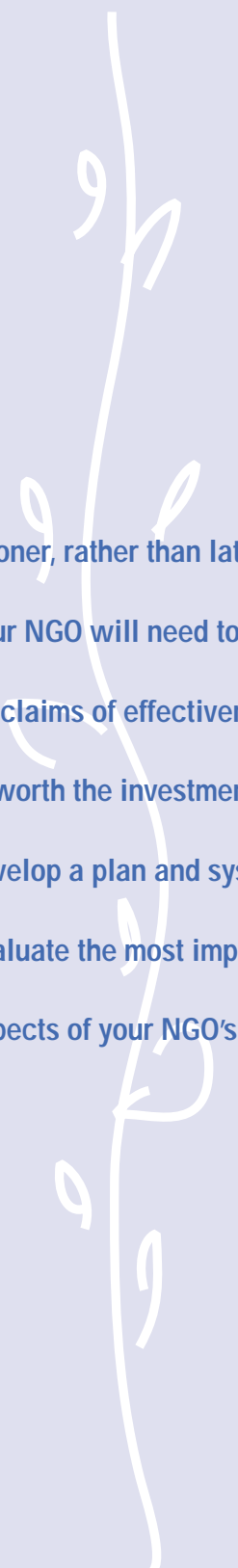
IYF Partners have consistently proven that the best way to establish an institutional image is to do what they do well—in their case promoting and supporting the positive development of children and youth. Carrying out your institution's work with vision, commitment, and effectiveness is the bedrock for a positive image. If you build your image on words and images only, not on a solid record of work, you may find that your long-term sustainability is on shaky ground.

There are many facets of your programs and services that contribute to the strength of your institutional image. Here are some of the key factors that play a role:

- Programs—which demonstrate that your NGO can design and manage programs that are effective.
- Expertise in your issue—through your staff and board your organization has a commanding knowledge of the environment and your priority issues.
- Institutional credibility—a demonstrated ability to deliver on your commitments and to use resources judiciously and honestly.

"People need to think 'Fundação Abrinq' when they hear children's rights the way they think Coca-Cola when they hear soft drink, or Nike when they hear athletic shoes."

*– Lygia Fontanella,
Marketing Director,
Fundação Abrinq*



Sooner, rather than later,
your NGO will need to prove
its claims of effectiveness. It
is worth the investment to
develop a plan and system to
evaluate the most important
aspects of your NGO's work.

- Credible board—whose members are well known and inspire confidence in and lend prestige to your organization.
- Effective and committed staff—who perform their jobs well and exemplify, through their work the institution's mission and values.
- Positive relationships with other sectors—the ability to collaborate with a variety of different types of organizations.

It is not uncommon for NGOs to find themselves known primarily by other NGOs working on their same issues. When IYF Partners have found themselves in this situation, they have had to step back and ask themselves who else needs to know about them and their cause in order to have the type of impact and sustainability they desire.

Sometimes making the transition to having a broader and more sophisticated image can be painful for NGOs. NGO leaders and program staff may not be used to thinking about image. Marketing their programs to new audiences or pondering how to present issues to audiences other than other NGOs may intimidate program staff. Yet, long term sustainability means that a diverse set of people and institutions know and value what your NGO does. Making the organization communications-conscious and encouraging all staff to participate in communicating what your organization does to a variety of audiences requires good leadership and strategic management.

Image and Having Results Data

Throughout this book are exhortations to be results-oriented. Unfortunately, this is one area in which NGOs tend to be weak. Having reliable data on results of your work is somewhat of a vicious circle. On one hand, your sustainability stakeholders (e.g., donors) may not be in the habit of giving your NGO enough funds to conduct an evaluation. If, on the other hand, you do not have solid results data it is harder to sell your NGO and its products to potential donors. All too often NGOs back up their claims of effectiveness and, even cost effectiveness, with impressionistic or anecdotal information.

The Australian Youth Foundation (AYF), an operating and grantmaking foundation, places a high value on evaluation. For AYF, a good deal of its credibility with its various donor groups (other foundations, businesses and business associations, and government) rests on its ability to provide its stakeholders with reliable results data. When AYF negotiates a partnership with a larger foundation or a government partner, it makes sure that funds are included to collect and analyze results data. Examples of the types of data AYF provides its donors include changes in the young peoples':

- Levels and forms of participation
- Self esteem and self-image
- Knowledge
- Social competencies (e.g., ability to lead a group discussion, to mediate a conflict)
- Job skills (if job training is part of the project scope)

Sooner, rather than later, your NGO will need to prove its claims of effectiveness. It is worth the investment to develop a plan and system to evaluate the most important aspects of your NGO's work. If necessary, start with the one program. It will demonstrate to your stakeholders and staff your commitment to quality and transparency. If you lack the technical capacity to begin, hire a consultant with evaluation expertise or seek the services of a local university that may be able to provide graduate students' time pro bono. And, do not forget to keep educating your donors about the importance of investing additional resources so that you can measure the results of your work together.

“Esquel has always tried to use direct, clear language to tell people about its projects. We try to use simple expressions. We have a professional writer who helps us. We try to tell people what we do through human interest stories that come directly from our projects, usually the testimony of the people who are directly involved in and benefiting from the projects.”

*– Boris Cornejo,
Director of Development,
Fundación Esquel–Ecuador*

CASE STUDY:

Building Image Through Good Programs: Poland

When the Polish Children and Youth Foundation (PCYF) was founded in 1992, launching a sophisticated communications campaign about its aims and programs was not a good idea. First, people were tired of hearing propaganda and second, PCYF needed to establish a track record of effective work.

From the beginning, PCYF focused on creating a solid, credible reputation in Poland by developing strong, results-oriented programs. It worked at becoming a respected resource of information about children and youth issues and programs. PCYF's first years of operation were spent identifying and supporting effective programs for young people. It also reached out to youth-serving NGOs throughout the country. International funding was critical in enabling PCYF to lay the groundwork for solid programs and services.

PCYF carried out several initiatives in its early years designed to establish its name in the field of children and youth development:

- Its Leadership Enhancement Program was an intensive training program for adults who worked with children and youth. Its purpose was to enhance their program development and evaluation skills and help them get to know others who were in the same field, resulting in an informal network of peers.
- Its Educational Forum, attended by several thousand participants each year, brings together children, youth organizations, and educators to share experiences and to promote innovative educational methodologies. The Forum provides PCYF with another venue to establish itself as an expert in the field of children and youth development, and to showcase the work of its many local partners throughout Poland.
- A National Youth Report was published by PCYF to provide the most complete and updated information on Polish children and youth. This positioned the Foundation as a leading resource in Poland for obtaining facts and figures on children and youth and an in-depth understanding of the issues faced by them.
- International program methodologies were brought to Poland from other European countries by PCYF. Its contacts with European donors helped PCYF to offer and apply program initiatives on educational models, teacher training, and youth volunteerism that were new to Poland.
- PCYF sponsored workshops for NGOs, local government officials, and the media served to improve relations between them and increase awareness about children and youth issues. These also put PCYF in a privileged position to be able to develop relationships with these other sectors.

Along with its grantmaking, these initiatives helped make PCYF a respected and visible youth organization in Poland. By expanding its program beneficiaries and partners over time, PCYF also extended its image from NGOs to teachers to the public sector and media. Now PCYF's challenge is to find ways to communicate its achievements and products in ways that resonate with the values and motivations of individuals and the Polish business community.

Institutional Message: How Hard or Easy is it to get Across?

Your institutional message is the language you use to explain your strategic position to your current and potential stakeholders. It is how you “sell” what you do. Many IYF Partners have had difficulty describing what they do for children and youth in ways that the average person can understand and which motivate them about the importance of their work. Involved in the theory and practice of children and youth issues all the time, it is easy for IYF Partners to express themselves in the jargon of the sector. However, it is critical to step outside your sector and ensure that the average person who is not thinking about children and youth (or whatever your issue may be) on a daily basis can understand your message.

Here are some tips on how to ensure your message works. Your message should:

- be in everyday language,
- avoid NGO jargon,
- be compelling and easy for people to visualize,
- motivate people to support you,
- be clear to someone who doesn't know anything about the issue, and
- be brief (two sentences at most).

The institutional message must be about the people you serve and appeal to the public's hearts and minds. The message needs to say “this is how young people benefit from our work.” Even if your organization is an intermediary (e.g., not a direct service provider), it needs to communicate what it does in terms of impact on children and youth, not on its intermediary role which is harder for the public to understand and more difficult to appreciate. Focus on the service provided to young people through your work. After you have your audience's attention you can explain how your organization has a positive impact on young people (or whatever your cause) and stress the unique role of your organization in promoting your special issues or causes.

Getting to a message that works is not easy. It takes a lot of work to fine tune it and choose the right language. It is important to test it on people who are not in your field. Try it out on friends, people from different parts of the country, business people, and experts in public relations. Ask them to give you honest feedback about whether the message is clear, easy to understand, and compelling.

A clear message is important because it provides a consistent way of saying what the organization does. This message should be the first answer that any staff or board member gives when asked, “What does your institution do?” This helps them to feel comfortable selling the organization outside. Once the message is agreed upon, bring your staff and board together to tell them about the importance of using it.

An organization can have different versions of its message depending on the audience. The essence of the message should be the same but the language or emphasis can change depending on whether you are talking to a business person, a beneficiary, an NGO partner, or the average person on the street.

The Irish Youth Foundation has reworded the same message for different audiences. “The quick version of our message is ‘We help needy kids,’” said Executive Director Liam O’ Dwyer. “A bit longer version is ‘We make a difference in the lives of less advantaged children and youth.’ The complete version is ‘We make a difference in the lives of disadvantaged children and youth by making grants to voluntary organizations that work with children and young people. To do so, we raise funds from companies and the public.’”

When your organization has a developmental agenda, as is the case with IYF’s Partners, getting your institutional message across to the general public can be challenging. Many Partners have found that they first need to get the public’s attention by appealing to people’s concern about the most obvious cases, such as orphaned, disabled, or street children. For them the challenge is tailoring the institutional message in a way that people will respond without swaying from their organization’s basic values and mission. This is not always an easy balancing act. IYF Partners look for ways to educate their publics about the need for greater investment in the positive development of children and youth, not just for remedial solutions (e.g., shelters for street children or wheelchairs for disabled children). Their experience shows that your institutional message is dynamic, too, just like your vision, goals, and programs. Through your research efforts you need to understand peoples’ perceptions of your issue and find ways to shape your message so that over time, people understand and support what you do.

Another critical factor to consider as you review your institutional message is who is doing the transmitting. If you are trying to attract the business sector, a business person on your board may be your best spokesperson. This has been true for many of IYF’s Partners. Fundação Abrinq found that having a business person introduce the sensitive issue of child labor to other business leaders was more effective than had it been done by a non-peer. On the other hand, if your organization is trying to reach the general public, a well-known entertainment or sports celebrity could be an effective choice.

INTERVIEW

South Africa: Getting to a Message Everyone Understands

Archie Tsoku, Executive Director of South Africa's Youth Development Trust, comments on the challenge of distilling your message so that it connects with people. He explains that YDT's communications efforts need to take into account that there has been a popular notion in South Africa that youth are the "lost generation" due to the struggle against apartheid. While this may be what most people think about South Africa's youth, research suggests that while many youth are seriously disadvantaged, they are generally quite resilient and should not be given up for as "lost."

Q: What do you tell people that YDT does for young people?

A: YDT enhances the products and services that young people receive by strengthening the organizations that provide these services.

Q: That sounds removed from the real impact on kids. What is the impact on kids that you are trying to attain?

A: We want young people to be more aware of the challenges facing them, for example, why aren't they getting jobs. We want them to have better coping skills so that they can be independent and navigate effectively through different situations. We want to impress upon them the responsibility that they carry for sustaining and elevating their communities.

Q: That is interesting but long and still sounds intellectual and complicated. How can you say what you are doing for kids in a more simple and compelling way?

A: We invest in South Africa's greatest asset: its youth.

Q: How would you describe what you do to a skeptical business leader or regular citizen?

A: I would ask them "what are we doing to prepare the next generation to take responsibility for their communities, for the well-being of the country?" The old ways that produced people like Nelson Mandela are not around anymore. We need to find new ways. YDT supports initiatives that provide young people with the skills and opportunities to develop their leadership, to feel connected with others and their communities, and to take responsibility.

Using Communications Techniques to Strengthen your Image

Communication techniques are tools to get your message and issues across and to solidify your organization's strategic position. Through a coherent and deliberate communications strategy, your organization can:

- tell others what you are doing and why you are doing it,
- share the results your work is producing,
- express your value-added,
- be a visible player in society,
- distinguish yourself from other similar organizations, and
- educate the public about your issues.

The effectiveness of your communications efforts depend on several factors:

- Public awareness of your issue—the public needs to be aware of the importance of the needs of children and youth (if they aren't aware you will need to educate them).
- Institutional transparency—you provide information about the sources and uses of your resources in an honest and open way.
- Clarity of mission and vision—people understand what your institutional purpose is and see that your actions are consistent with it.
- Clarity of message—you communicate clearly and sufficiently what you do for children and youth and how you do it.
- Ability to demonstrate results—you have data that shows in a measurable way the impact you are having.
- Promotional strategies—you find and take advantage of opportunities to promote your work and have others promote it too.

More communications go unheard because they were not designed to reach their target audience. It is extremely important for your organization to analyze who your audiences are as part of your strategic planning and ensure that your communications are appropriate to that audience. The length, look, focus, and language used in the communication should be adapted to the audience.

Communications can be expensive and their effectiveness hard to measure. The key to cost-effectiveness is ensuring that your efforts are targeted to the population you want to reach. Many large companies waste huge budgets on public relations and communications because they are not strategically targeted. IYF Partners, like most NGOs, cannot afford to waste a pound or a peso on poorly targeted communications. Everything your organization communicates should reinforce the strategic positioning of your organization. Always design your communications materials or messages to answer the potential donor's essential question: “Why should I give my money to your organization?”

Here are some questions your organization should ask itself to ensure that all of its communications efforts reinforce its strategic position:

- What is the purpose of the communication?
- Is the communication designed to meet that purpose?
- Does it target the audiences you want to reach?

- Is the message appropriate for that audience?
- Does it help your fundraising purposes?
- Is the message and image consistent across the organization?
- Does your message or venue set you apart from your competitors?

All of your communications should provide opportunities to fundraise, even if indirectly. This is done primarily by consistently communicating what value your organization provides. Even if the communication aims to educate the public on a particular issue, it should include your organization's name prominently, a brief phrase stating what it does related to that issue, and a suggestion that you need the public's support.

It is important to make sure that you choose the most effective and appropriate communication vehicles for your organization and its budget. Most fall into the following three categories:

- institutional communications,
- media relations, and
- public events.

Institutional Communications

Your institutional communications are the first and most frequent opportunity to tell people about your organization and they are the mechanism over which you have the most control. Here is a list of common institutional communications:

- Annual Report (should include financial statements and audit reports)
- Brochure (sometimes different ones for different audiences)
- Slogan
- Videos
- Website
- Press releases
- TV or radio commercials or newspaper advertisements
- Promotional materials for events, seminars, and fundraising
- Bulletins or newsletters
- Issue oriented publications (national youth reports, books, manuals on particular issues)

Not every organization needs to have all of these materials. Your organization should determine which are the most relevant and effective. Again this depends on your audiences. Many IYF Partners start out with basic institutional publications and over time diversify their materials as their strategy becomes more sophisticated and they reach out to different audiences. Many of these publications can be produced in house although some you will want professionally done in order to ensure a high quality look. It is important to keep them up-to-date and accurate.

More communications go unheard because they were not designed to reach their target audience. It is extremely important for your organization to analyze who your audiences are as part of your strategic planning and ensure that your communications are appropriate to that audience.

“Working with the media to get your message out is much less expensive than launching a marketing campaign and gives you important credibility at the same time.”

*– Maria Holzer,
Executive Director,
Polish Children and Youth
Foundation*

The Children of Slovakia Foundation created a brochure directed at corporations which describes CSF's financial services. The brochure presents CSF's services as products in language that is familiar to the corporate sector. It talks of corporate giving as a social investment and of the return that the company can expect from such an investment. (See Chapter 7 for a summary of the brochure.)

Fundação Abrinq focuses its communications on four distinct markets: businesses, individuals, NGOs, and the public sector. For each one of these markets, Fundação Abrinq employs different strategies and its staff have specific skills to work with each market.

Media Relations

The media is an important ally for getting your message out to a very large audience. Such audiences can be broad (television viewing audiences or major newspaper readers) or they can be targeted at certain audiences (such as business people, women, or children). Think about who you want to reach and with what message to determine the most effective media channel.

There are two ways to use the media to get your message heard:

- Paid or donated space or airtime for an advertisement or message that you design and place; or
- A story about you covered as news (“free publicity”).

The first type, paid space, can be extremely costly if you have to pay for it yourself. However many NGOs can arrange for these spots to be donated by the media provider or paid for by a corporate sponsor. This type of space is appropriate for a fundraising campaign, to advertise a conference or event, or to make an educational statement to the public. (See more about the use of media campaigns in Chapter 7)

You will have less control over the content of the second type of media coverage, “news stories.” Through it, however, you can reach more people because the space is not passed over as an advertisement and is viewed as more objective information. It does not have to be as “ad hoc” as it sounds. If you want to get a journalist to write a story about your organization, a particular project you fund, an event you organize, or an issue that concerns you, here are a few tips:

- Be informed about your potential media partners. Understand how they are perceived in your society by the general public, whether your media partner is viewed as independent and fair, and who its audience(s) tend to be.
- Develop relationships with media providers and journalists so you are able to call on them to cover an event, and/or propose stories about projects or issues.
- Provide most of the information for the story, sometimes writing the article yourself, as it makes the journalist's job easier and facilitates getting the story published.
- Make yourself known as a source of information on your area of expertise and provide information to the media whenever you can.

- Try to get high-level personalities to an event that you want covered by the media. Journalists will come if there are important people there.
- Find opportunities to educate journalists about your issue. What they most crave is information.
- Recruit a high-level media person to serve on your board or a committee of the board.

In Ecuador, Fundación Esquel negotiated a monthly social responsibility section in a prominent business magazine. Esquel was responsible for hiring well-known journalists to write the stories, ensuring the stories had the right focus and tone, and providing them to the magazine on a monthly basis. This served two purposes: it continually promoted the issue of social responsibility to a business audience and it educated a cadre of journalists committed to the issue.

The Polish Children and Youth Foundation managed to get many of its programs covered in the media. The experience taught the organization how to deal with journalists and position children and youth issues in the media. PCYF developed expertise in articulating the issues in such a way that the public could see their relevance and importance. PCYF's successful track record enabled it to provide training to NGOs to help them learn how to deal more effectively with the media. In the process, the Polish media became much more receptive to the issue of children and youth.

Public Events

Holding public events is an excellent way to get your message out and your name heard. If properly planned and executed, an event can help with:

- Awareness-raising or education on an issue (e.g., children's rights, child labor)
- Mobilize people to do something (get out to vote, volunteer)
- Promotion or launching for a new program
- Fundraising

An event should be seen not as an end in itself but as one step in developing better relationships with key stakeholders. Every event should be used to enhance your image by promoting the best possible message. Chapter 7 contains additional information on how IYF Partners use events to promote their organizational image and their causes.

“Fundação Abrinq’s corporate identity means that the public understands better who Fundação Abrinq is, what it does, and what it represents. This, plus the professional image it projects, is part of the reason that people feel confident in making donations to the organization.”

*– Lygia Fontanella,
Marketing Director,
Fundação Abrinq*

Keeping your Image and Message Consistent: “Corporate Identity” as a Tool

Corporate identity, also known as an identity system, is a business term that refers to the combination of elements including logo, stationary, color system, and guidelines for their application in any or all forms of internal and external communications. Corporate identity may also incorporate guidelines for collateral advertising such as newsletters and brochures. Normally large corporations hire a design firm that specializes in corporate branding to help them develop their corporate identity. Besides creating a new logo, the firm will put together an identity manual which details every possible usage of the corporations name. The process of creating a corporate identity generally takes six months to a year and can cost hundreds of thousands of dollars as it involves marketing surveys and strategic positioning analyses. A full scale process is not practical for smaller NGOs. However, it is worthwhile to follow the most basic steps so that your NGO gains some of the benefits of having a clear, consistent, and strong image. Engaging a local advertising or design firm to do this for your NGO, pro bono, is a good idea.

It is especially important for your NGO to create strong and positive name and image recognition if you intend to raise support from the general public, and corporate sponsors through their sales promotions. The clearer and more consistent the presentation of your organizational identity, the greater your ability to penetrate the public conscience. The identity also should strive to best represent or project what your organization is about with elements, forms, colors, typography, symbols, and structure that are appropriate for your organization.

Identity can be a very effective marketing tool to project a deliberate image to the public. The public’s confidence in the organization is enhanced by the consistency of these elements. By showing its logo or some representative image about its work in a consistent way, your NGO projects stability and enhances its recognition among the public. The choice of an organization’s identity elements can determine whether it is viewed as conservative, innovative, creative, or established. If the organization wants to be respected and supported within the corporate community, corporate identity is especially important. To the company, it shows that the organization is established and serious. Below are some examples of how a corporate identity system can affect your NGO’s image:

- A large organization can convey an image of being small and grassroots.
- A small organization can convey an image of being much larger and established than it is.
- An organization that has a negative public perception can begin to convey a cleaner image.
- An organization can communicate its focus on an issue through the style and symbols of its identity.

Fundação Abrinq in Brazil is a good example of an organization that applies a consistent “corporate identity” system. Fundação Abrinq’s logo is recognized widely around Brazil. It reflects a youthful, cheerful, and hopeful outlook, one that says “change is possible!” and its colors remind people of the Brazilian flag. The organization’s logo is always reproduced the same way (i.e., the same colors and typeface). It is applied to superior quality communications products

with professional design and printing. Because these services are donated, the materials give the impression of professionalism, but not that Fundação Abrinq is wasting money on glossy publications.

Fundação Abrinq created its corporate identity system with the help of marketing experts on its advisory board. If it had not had the appropriate staff, it would have looked for outside help from public relations or marketing professionals. Because many of Fundação Abrinq's program partners are corporations, it also had to create policies to regulate how those corporations use Fundação Abrinq's logo or the program logo. It ensures that any partnership includes clear agreed-upon policies that guide the use of Fundação Abrinq's image by the company.

Communications Advice From IYF Partners

In conclusion, as you think about your communications strategies, messages, and media, consider this advice from IYF's Partners:

- Identify what you want to achieve through your communications: name recognition, identification with your cause, more favorable attitudes toward your cause, a response?
- Identify your target audience for any communications piece and tailor the language and content to your audience.
- If possible, do some market research first to ensure that your message will reach your target audience.
- Do not directly compare yourselves to other organizations by name but distinguish yourself by what you do well. If it helps, explain to people what your NGO cares about and does, as well as what it does not do, as a way of defining your uniqueness.
- Use simple, easy to understand language. In most cases, brevity and conciseness is preferable. Stay away from theoretical statements.
- Be on the lookout for opportunities to communicate with the public as often as possible. Choose events and venues that attract attention.
- Train your staff to be able to identify opportunities to market the organization and its programs. Be sure all staff members give the same "message" when asked what the organization does.
- Tell people as clearly as possible, with numbers and stories, about the impact you are having on children and youth. Try to include real examples of projects and people impacted.
- Include a very brief description of your organization and contact information whenever appropriate.
- Select your communications partners or sponsors carefully. Their name reputation will be linked with your own and this can affect people's perception both of your organization and of the credibility of the campaign.
- Maintain a consistent look and message in all your institutional communications. Evaluate the effectiveness of your communications and constantly work to improve them.

CHAPTER 5: FORGING ALLIANCES WITH THE CORPORATE SECTOR

Institutional sustainability depends on your organization's ability to establish relationships with individuals and organizations from all sectors of society. These relationships can be as simple as a one-time financial donation or as complex as long-term strategic alliances. This chapter discusses various types of relationships that your NGO can develop with the corporate sector and provides suggestions and examples of how to forge successful relationships.

In today's world where a market economy is taking hold in most countries, governments are reducing their social investment, and civil society is growing strong, it is logical that NGOs and the private sector will become engines for social and economic development. Thus, it is important to look at businesses as potential partners, not just donors. The idea is not so much about going to ask for money but of proposing a relationship or partnership among peers.

This chapter explores:

- Analyzing the local business context
- Identifying what you have to offer
- Getting an introduction
- Selling your cause to a corporate audience
- Defining the project for the corporate-NGO alliance
- Types of corporate-NGO alliances
- Using business alliances to get your cause heard
- Keys for successful corporate alliances

Analyzing the Business Environment

Context is an important factor in designing your organization's sustainability strategy and methods. It is no less important when it comes to deciding how and when to work with the business community. Businesses, whether nationally-owned or foreign, need to stay on top of changes in the local context if they are to be successful. The size and maturity of the business sector can influence businesses' motivations in working or not with the NGO sector. It can also determine which strategies you should use to engage corporate support.

In Brazil, for example, where the business sector is large, diversified, and sophisticated, NGOs with good access and more sophisticated social marketing strategies can be very powerful. In the case of Ecuador, on the other hand, a culture of corporate social responsibility needs to be strengthened and the economy stabilized for businesses to be more motivated to cooperate. In Poland, PCYF finds that local businesses seem more intent on forming capital to catch up with the rest of the world than on focusing on how to be good corporate citizens.

The lesson from Partners across the world is that it is important to understand how economics affects companies' motivations and behavior even when it comes to their relationships with NGOs. These motivations will change as the private sector expands or contracts. Having good radar for your external environment will help your NGO make better choices regarding which companies, which strategies, and which goals to pursue.

Identifying what your Organization has to Offer

It is critical to know what your organization has to offer to the company you want to approach. Most NGOs can convert elements of their core business into a product or service that a company finds attractive. Here is a list to help you scan your organization for assets that can be of interest to a company:

- Name recognition and credibility of your organization
- An opportunity/event to give the company public visibility
- A cause the public is interested in
- Your advice and knowledge on specific social issues (e.g., children and youth)
- An opportunity to make a difference for children and youth
- Support and capacity building your organization provides to smaller NGOs and projects
- Your regional or national network of social programs and NGOs
- Efficient, low-cost program implementation
- A way to reach the public with the company's name at a lower cost than traditional marketing
- A way to distinguish the company, or a particular product or brand, from its competitor
- Accessibility to a new market segment
- Program evaluation and measurable results
- Tax deduction (In some countries, tax incentives help promote relationships with the private sector; in others, it is not a critical factor.)

Compare your assumptions about your potential assets with your board members' and associates' to see whether there is a common perception of what your organization can offer to a corporate partner. Where you fall short should give your organization ideas for additional capacity building.

“Stop thinking about being in a vertical relationship with a company and start thinking like an equal. Businesses will start viewing your organization differently if you go to them with an attitude of being a peer with something to offer rather than as a poor NGO begging for their money.”

*– Maria Elisa Flores,
Development Officer,
Oportunitas, Venezuela*

Getting an Introduction

One of the biggest difficulties your organization may face is getting its first introduction or meeting with corporate executives.

A resource frequently used by IYF Partners is their boards of directors. Board members who are part of the business community can help make introductions or arrange a first meeting. It helps if they can attend the first meeting to smooth the way toward a relationship with companies. After a few years, these same executive directors are known by corporate leaders, are invited to events, and often are able to gain access to new corporations without a board member's help. Look also for personal contacts among your staff or friends that might help open doors to a corporate leader.

Another strategy to gain access to corporate leaders is to create your organization's image first. Mobilize as much media attention as possible for your work—sponsor visible events or find an interesting way for one of your programs to be in the public eye. You want the company to recognize the name of your organization when you are introduced. McCann Erikson's advice to Foro Juvenil in Uruguay was to first do an image-enhancing campaign as a precursor to the national fundraising campaign aimed at the business sector. The increase in recognition will facilitate Foro's entrée to companies and establish its name in the minds of potential individual donors.

Any NGO can start building relationships with the businesses it deals with every day (i.e., the bank, office supply company, travel agent, a neighborhood restaurant, Internet provider). They already know your organization and could be open to establishing some type of alliance, even on a small scale. Practice honing your negotiating and partnership skills with smaller companies where the risk is not so great.

Marketing Your Cause to a Corporate Partner

Alliances with the business sector are an important strategy of Fundação Abrinq. To convince companies to invest in children and youth, Fundação Abrinq stresses how important it is for businesses to invest in children for the long-term good of the country. Other points NGOs can make to persuade companies to invest in NGOs and their causes include:

- Consumers will choose their product over others because it has a social cause attached
- Consumers become more loyal to their brand
- Employees become happier and more loyal to the company
- The company's image improves within the community at large
- The company overall becomes more profitable
- Less poverty which ultimately creates a larger local market for the company's goods and services in the long term

For Fundação Abrinq, four keys to its success with Brazilian business are its: 1) efficient and professional management of projects and resources, 2) high quality communications materials and methods, 3) ability to understand and respond to a company's needs, and 4) ability to demonstrate how its products and services meet those needs.

Defining the Project or Product

To identify a project that is attractive to a given company, IYF Partners are most successful when they tailor the project to the company's interests, rather than approach the company with the attitude of "selling my project." If your NGO wants to mobilize resources from the business sector, design projects that will appeal to a specific company or to the type of company that you wish to approach.

Your organization should review its portfolio of projects to identify existing ones that best meet the company's criteria, design a new project that can be presented to the company, or combine various projects into a coherent package. In other words, design the "product" for and with each potential partner.

One skill your NGO needs to develop is the ability to customize projects to suit donor needs while at the same time advancing your core beliefs and mission.

Your NGO needs to handle the issue of cost carefully as it works with a company to define a joint effort. First, your NGO needs to know what it costs to produce the service or product under negotiation. You need to assign a monetary value to your direct costs as well as your overhead and be prepared to educate the company about your costs. Many IYF Partners do project-based accounting which enables them to calculate the real cost to the organization of producing a particular project or product. Using this type of information, IYF Partners like the Fundação Abrinq include a 10 to 15 percent administrative fee in their negotiations with their corporate partners.

Questions to Consider in Defining a Product

- What is the company's mission? Is it aligned with yours?
- What is the cause or social issue that your organization shares with the company? Why is it or should it be of interest to the company or to the company's customers?
- Where will the project be located? Often the company will want to invest in the region in which it works or where it has the most customers.
- How much does the company want to invest? Is it offering financial resources or other resources (in-kind, donations, expertise, creativity)?
- For how long does it want to invest? Will the partnership have a set duration or will it go on indefinitely?
- Which department of the company is negotiating with your NGO (e.g., marketing department, corporate office, human resources, corporate donations)? This may give you clues about company motives. Fundação Abrinq advises NGOs to work as close to the top of the company as possible and to try to broaden the relationship beyond marketing to tap into the strategic goals of the company.
- What type of visibility does it want for the project? Is the company trying to increase internal (employees, suppliers) or external (customers) visibility or both?
- What contacts do you have and what contacts can you get to the key corporate decision makers?

Financial Services: Slovakia

The Children of Slovakia Foundation (CSF) offers corporations "financial services" that help them better invest their funds for corporate giving. It shows companies how giving can foster good will and enhance public relations. CSF offers the company improved public image for a lower cost than traditional advertising.

CSF has created a brochure directed specifically at the private sector that describes these services. Following is an excerpt.

Who can benefit from CSF's financial services?

- Donors who have limited time to dedicate to their giving decisions
- Donors who want to feel good about their social investment
- Donors who don't have time to learn in-depth about children and youth issues
- Donors who want advice and help
- Donors who want a trustworthy partner and security in their investments

What we can do for you:

- Provide advice
- Handle administration aspects of giving
- Help you choose organizations to support
- Control the funds invested in programs
- Inform about the use of funds

What we offer:

- Security to know that your support will go directly to children who need it
- Promotion and improved image for your company
- Measurable results about the impact of your investment
- A mutually beneficial partnership

CASE STUDY

Finding a Good Fit: NCYD and Pacific Plastic in Thailand

In 1997, IYF's Partner in Thailand, the National Council for Child and Youth Development (NCYD), forged a relationship with Pacific Plastic, a subsidiary of Dow Chemical. On the eastern coast of Thailand, industrial run-off has placed the coastline and surrounding land at risk. Pacific Plastic and NCYD teamed up to design a program to train high school students to become environmentally savvy. Pacific Plastic provided NCYD with an initial grant of US\$60,000 to design and manage the first pilot project.

Working with 22 high schools and a student population of 2,000, this project provides young people with skills to:

- Detect environmental problems
- Conceptualize practical solutions
- Develop plans of action
- Obtain seed funds
- Manage a project
- Produce public education materials and events

The company is so pleased with the results from the project that it is now open to expanding the program and promoting NCYD with other companies in the petrochemical industry. The next phase of the program will train high school students to detect petrochemical spills and report them.

The relationship with Pacific Plastic extends beyond providing capital. NCYD has found ways to get the company involved in the project, thus increasing the company's identification with young people and their communities. It has laid the groundwork for a long-term relationship. Some ways Pacific Plastic employees get involved include:

- Employees attend the students' environmental camps and talk about the causes and effects of environmental pollution
- Employees serve as camp counselors, alternating in the five-day camps
- Pacific Plastic managers serve on a panel to pick the best environmental projects developed by the students
- At a large science fair organized at the end of the project, attended by 20,000 people, Pacific Plastic's chief executive was the honored guest. In addition to meeting with students, he gave awards to the students with the best exhibit, essay, and artistic presentation

According to NCYD's executive director, in addition to providing employees with a real opportunity to get involved with a good cause, Pacific Plastic is happy with the partnership because:

- NCYD provided the company with an opportunity to collaborate with the Thai government, which also participated in the project, and thus improve company-public sector relations
- The project involved young people and local communities giving the company direct access to local people and the opportunity to create a positive image
- The project can be replicated in other places where Pacific Plastic or its sister companies work and can be broadened in scope
- NCYD proved to be a good steward of the company's funds, exceeding projected goals

Some of the work that lies ahead for NCYD includes:

- Converting this successful pilot experience into a more long-term relationship benefiting more students and their communities and NCYD (e.g., more support for NCYD's indirect and direct costs, and greater opportunities to raise awareness of NCYD's causes with employees and consumers), as well as the energy sector.
- Leveraging the good relationship with Pacific Plastic to negotiate relationships with other companies in the energy sector.
- Mainstreaming some of the costs of this environmental education program into school budgets with the support of the Ministry of Education so it can be sustained.

Types of NGO-Corporate Relationships

IYF Partners have negotiated different ways of working with companies operating in their countries. Some of these arrangements are described below, ranging from a simple sponsorship relationship to more strategic ones. Like IYF Partners, your NGO may work with one company using different arrangements at different times. You might want to test a new relationship by negotiating a simple form of collaboration, like a grant to a specific project, and evolve to more intensive and complex one over time. The more intensive the relationship (see Brazil case, p. 59) the more probability there is for long-term sustainability.

- **Participation in or sponsorship of events or campaigns**

These range from buying a table at a banquet or tickets for a fundraising concert to donations to cover costs of events or campaigns in exchange for publicity. (See special events examples from the Irish Youth Foundation, p. 81).

- **Grants to a specific project**

Sometimes a specific project or program area lends itself to a particular corporate partner. Companies can make one-time contributions or they can "adopt" a project for its duration or for a set period of time. In the Philippines, Coca-Cola provided funding for a school program.

- **In-kind contributions**

In-kind contributions include donations of office space, printing services, office equipment, or prizes for a fundraiser. They can be made on a continuing or one-time basis. For example, Renault, a car manufacturer, provides IrYF with office space and basic office services in its headquarters in Dublin.

- **Contribution of employee time**

Companies can donate the time and expertise of their staff or executives on a continuing or one-time basis. Experts in computers, accounting, management, marketing, and public relations are commonly lent to NGOs and constitute a valuable contribution. In Uruguay, Foro Juvenil was able to enlist the voluntary support of McCann Erikson to help it launch a national campaign for the new millennium.

- **Grant outsourcing**

Generally, this means the donor assigns a certain amount of money to an NGO and the two agree on guidelines for how the grant money will be used in terms of geographic area, issue, or recipient population. The NGO is responsible for managing the funds and reporting to the donor. This approach frees the company from pressure from grant applicants and saves time. The Polish Children and Youth Foundation found that several local donors, including some corporations, were open to outsourcing their grantmaking to PCYF. One donor specified that it wanted its grant funds to go to educational projects, another to projects only in rural areas. Some of the corporations wanted programs for young people in the areas where the company

operates. The arrangement provides PCYF with grant money and covers the direct and indirect costs of managing the program.

Strategic Corporate Relationships: Getting to the Company's Consumers

Companies can provide NGOs with the means of reaching another target market, their customers or consumers. Large companies have established ways of getting their messages to consumers through mass marketing, product distribution, and sales. Your NGO may want to reach these same consumers with its message and educate them about its cause. If the public sees that the company they respect and trust is behind your NGO, your cause gains validity in their eyes. Conversely, if a new company wants to create a positive image or build more consumer loyalty, linking its products to an NGO might be a wise business decision. The Brazilian company, Natura's (see case, p. 59) main customers are women, most of whom are mothers at home with their families. Assuming that its preferred customers are interested in children's issues, Natura and Fundação Abrinq had strong motivations to define and build a strategic relationship.

■ Cause-related marketing

Cause-related marketing is a term used to describe a set of strategies to link an NGO with a company's consumers through the advertising and sale of its products or services. Following are ways in which a company's consumers can be linked with your NGO and its causes.

Transaction-based promotions: When you purchase a product, a certain amount or percentage goes to a designated NGO or project. The Children and Youth Foundation of the Philippines (CYFP) negotiated an arrangement with Union Bank's new Visa card, in which the consumer can allocate a certain amount of every purchase (50 cents for every 100 pesos purchased) to projects run by CYFP. In expanding its business in Slovakia, Shell decided to issue point cards for gas purchased. Consumers can redeem their points for prizes or donate them to Children of Slovakia Foundation-sponsored projects. Shell/Slovakia matches all points donated to CSF projects 1-to-1.

Joint promotion: The company and the NGO jointly promote a cause through a product, promotional materials, and/or publicity. This could include funding to the NGO or just sharing the cost of an awareness campaign. Citibank and Fundação Abrinq joined together to promote reading among young people and the creation of lending libraries.

Licensing: The NGO licenses its logo or name to the company for a specific product and receives a royalty on its sales. One example is the case of Save the Children which licenses its image to a company that makes neckties. STC gets a percentage of the sale and a fee for the image it sells to the company. With cause-related marketing, the company and NGO need to be very comfortable with one another's products, causes, and business practices since in the public eye you are closely associated. The NGO benefits financially and gains

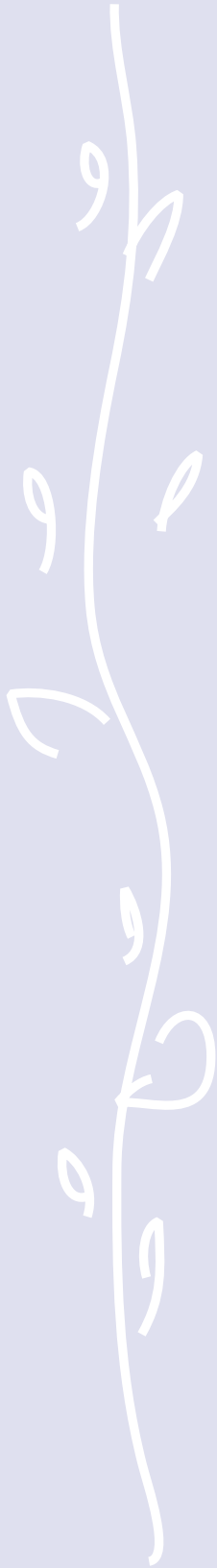
Strategic Corporate Relationships:

Irish Companies Caring for Children

In 1998, the Irish Youth Foundation (IrYF) launched Companies Caring for Children which asks companies to make contributions to projects that make a positive difference to the lives of disadvantaged Irish children and youth. Companies are invited to pledge their commitment to IrYF for five years. Various levels of contribution are available. The company receives badges and other promotional products they can put in prominent company locations or give to employees. They also have legal use of the CCC logo to use on their letterhead or other company materials.

Australian Youth Foundation Teams Up with The Body Shop

In 1996, AYF joined forces with The Body Shop to set up an independent clothing manufacturer which employs and trains disadvantaged young people. The profits from the business are invested back into the program. The Body Shop contributed nearly US\$1 million as well as considerable expertise and advice on the management and marketing components. In return, it promotes its image and philosophy of "trade not aid" in a highly visible community-based business. AYF contributed a seed grant of AUD\$100,000 plus evaluation support and helps with program development and promotion. In return, AYF was able to implement an innovative project and prove its capacity to build and promote model programs that have a lasting impact on youth. The Body Shop and AYF also get some support from the Department of Education, Training, and Youth Affairs of the Australian Government. All have received significant visibility as a result of the program.



more exposure with the public. It also has new opportunities to educate the consumer about its causes and programs. The company's sales should grow because more consumers buy its product due to its link to a social cause. The company also enhances its image as a socially responsible company. Thus, both the NGO and the company gain more resources and prestige.

CASE STUDY

Fundação Abrinq and Natura Cosmetics Brazil

In 1995, Fundação Abrinq and Natura, a cosmetics company, created a long-term alliance, called “To Believe is To See,” to help improve Brazil’s public school system. Natura’s main contribution is the use of its extensive national network of door-to-door salespeople to market a series of special To Believe is To See products (t-shirts, greeting cards, gift bags, notebooks, CDs, and pens) along with its cosmetics. Profits from the sale of these products support programs to improve Brazil’s public schools. The art, design, and some of the production costs of the products are provided by different artists and companies at cost or free of charge. Each product contains an insert that informs the consumer about the program and how it benefits Brazil’s poor children. A committee of representatives from Fundação Abrinq and Natura selects the projects to be supported by the program. To date, the program has benefited nearly 200,000 children in 18 Brazilian states and up to 1998, raised approximately US\$2 million. Ninety percent of the funds raised go directly to children’s projects and Fundação Abrinq retains ten percent to cover its costs.

Natura approached Fundação Abrinq about working together because it wanted to make a contribution to education and because it knew it was good for the long-term sustainability of the company to play a role in social issues in Brazil. The definition of the program was a negotiation between the two partners. Natura wanted a project for education and one that worked at a national scale on an indefinite basis. Because of the nature of the funding — variable and dependent on sales of products — the program needed to be able to expand as revenues increased. Fundação Abrinq developed the program to provide funding to local efforts to improve public school education around the country. Natura involved virtually every part of the company in the program, even its ad agency. It played an active part in the program’s conception, design, implementation, and evaluation process.

As a true partnership, both the company and the NGO contribute different things to the program and both receive benefits:

Natura’s contribution:

- Commitment to social responsibility and education
- Creativity and product development resources
- Mobilization of 240,000 product salespeople and other human resources
- Marketing and distribution channels

Fundação Abrinq’s contribution:

- Established track record in children and youth programming
- Knowledge about children and youth issues
- Implementation and monitoring of the educational program
- Secure and credible allocation of resources raised
- Name recognition on a national scale

Natura's gain:

- Market differentiation to the consumer (providing products no one else does)
- Demonstration of its commitment to society and to children
- Greater consumer loyalty and thus, more sales
- Motivation of employees through recognition of their contribution to the program
- Employees that feel more loyal to the company

Fundação Abrinq's gain:

- Consistent funding for a critical social need
- Excellent visibility among the general population
- Mechanism to get its message about the importance of children's rights to the public on a large scale
- Connections to other companies and donors

Keys to Success with Business Alliances

Know your target market

- Understand the corporate context and find out which social issues are important to the business sector.
- Learn about business sector trends to be able to speak knowledgeably to business executives.
- Identify which sectors of society or business are most likely to have an interest in your social issue (e.g., companies that sell personal products, family products, toys, and food will likely have children and families as their target population).
- Focus your search for good corporate partners on those companies that produce products and services that are mission-friendly. For example, IYF and its Partners avoid partnerships with companies that produce products that are deleterious to children's health and development.
- Be careful in selecting your corporate partners. A public scandal involving a corporate partner can affect your organization too. Insert a termination clause in your contract and an exit strategy in case you want to terminate the partnership.
- Understand the company's motives and make sure you feel confident of its commitment to your cause and concern with the project's impact.
- Look for partners with whom you can create a relationship based on honesty. Avoid those that you feel may not be dealing with you or others in a completely transparent way.
- Work with the company as a whole not just with one product. This avoids the partnership having a purely sales motive.
- Protect children from any exploitation in the communications of the partnership. Ensure your organization has veto power over the images and messages of the partnership. Make sure the company does not exploit child labor.
- In your negotiations with corporate partners, be clear about the costs of designing and managing the project. Be reasonable, but do not underestimate your costs. To be a good negotiator your NGO needs to have a reliable system for cost accounting.
- Be careful to not let potential funding from a corporation divert your organization from its mission. Tailor your projects to the donors' interests without diverging from your organization's central purpose or core beliefs.
- Ensure that the company intends to use your name and image in a positive light to avoid the risk of damaging your organization's image because of the partnership. Be clear how and when the company may use your logo and name.
- Maintain the right to approve (or not) the use of your organization's name and logo in any corporate advertising.

In the negotiation

- Maintain a long-term vision. Real partnerships are not created overnight. Longer-term partnerships are more profitable for both the NGO and the company.
- Do not limit yourself to the company department that approves donations. There is often more money available and options for partnerships in departments such as marketing or public relations. Real partnerships are multi-departmental and therefore require the involvement of the top executives.
- Communicate with the business sector in language it understands. Explain what you do using terms such as product, investment, return, comparative advantage, sales, and brand equity.
- Success depends on identifying the benefits (win-win) for both parties. Know what these are before you go into the negotiation.
- Know what you can offer to the company ahead of time.
- Know what you want in return from the partnership.
- Be open to alternative proposals from the corporation about how to work together.

During the partnership

- Never forget to recognize your partner. Use every opportunity to thank the company and give it visibility as your partner.
- Provide information about results as frequently as possible (monthly or bi-monthly).
- Involve your corporate partner in a periodic evaluation of the alliance.

Prepare your organization

- Establish an identity that differentiates you from other NGOs.
- Promote innovation and creativity among your staff. At least some of them should understand the basics of marketing and communication.
- Promote the benefits of corporate alliances among your staff and be sure they understand it and are excited about it. Resistance will make it much harder to be successful.
- Be able to prove institutional credibility and a track record of good work with concrete, measurable results.
- Have a clear and concise message about what you do that business executives will value. Test it on board members and friends who are in the business community.
- Prepare staff members as experts on your issues and market this expertise with companies.
- Hone your relationships with the media. They can be an important selling point for building corporate alliances.

Be careful to not
let potential

**funding from a corporation
divert your organization
from its mission.**

CHAPTER 6: BUILDING ALLIANCES WITH THE PUBLIC SECTOR

To operate in any country, NGOs need to have relationships with their governments. At a minimum, your NGO relates to the government to gain its legal status, to preserve its not for profit status, and to ensure that it operates within existing legal and regulatory frameworks. This chapter explores a specific dimension of NGO-public sector relationships — when and how to forge alliances with public sector agencies as a way of sustaining the work of your NGO.

Possibilities for forming alliances with the public sector vary tremendously from country to country. In many industrialized countries the potential for NGO-government collaboration is higher and the rules of the game are clearer. Relationships with governments in developing countries can often be more complex, less transparent, and politically risky. The trend toward privatization in developed and developing countries can present agile NGOs with opportunities for public sector collaboration. Increasingly, the public sectors of many countries are under pressure to cut public spending and to transfer their services to the private for-profit and/or non-profit sectors. The well managed and visible NGO is well placed to be on the receiving end of government outsourcing or privatization since it can produce quality services at a more reasonable cost than larger bureaucracies.

This chapter will look at:

- The pro's and con's of NGO-public sector alliances
- Types of public sector-NGO alliances
- Tips for successful alliances

Is a Partnership with the Public Sector Good for Your NGO?

IYF Partners advise NGOs to approach new relationships with the public sector with cautious optimism. Just as your organization needs to evaluate the advantages or disadvantages of choosing a particular corporate partner, you also need to consider the reputation of the government as a whole or a particular branch within it. Will your organization's image or its causes be strengthened or weakened by forging a government partnership? Your NGO needs to ask itself whether the government agency is willing to treat your organization as a partner or whether it is more likely to micromanage for fear of relinquishing power. Since the public sector is a large entity with many levels and layers, you need to be savvy as where to best position your organization and issues. When public administration is decentralized as in the case of Poland, it made strategic sense for PCYF to begin working first at the local level.

As this chapter demonstrates, if the conditions for a partnership with the government are right, your NGO and its programs can benefit widely from an NGO-government alliance.

INTERVIEW

Poland: Working with Government to Improve the Quality of Education

Since 1998, the Polish Children and Youth Foundation (PCYF) has worked with a federal agency to improve the performance of a scholarship program for rural youth. The program, designed to motivate rural youth to stay in school and pursue higher education, was not being utilized. The government asked PCYF to develop a new strategy to work with the public schools to energize teachers, students, and parents to take advantage of the scholarships and in the process, place higher value on education. Below, PCYF's Executive Director, Maria Holzer, comments on the Foundation's work with the public sector.

Q: What are the positive aspects of working in collaboration with the public sector?

A: The main advantage is that you have the potential to work at a much larger scale. You can take a proven approach and replicate it to other parts of the country, even nationally. You also learn about different parts of the country and develop relationships with other organizations that can be useful in the future. Another positive aspect is that you can effect changes in public policy. By being involved in the program design you can really change the way government funds are being invested and this is very powerful.

Q: What are the challenges or disadvantages?

A: For one, because you work on a larger scale, you must work in alliance with many different organizations and this is sometimes challenging. Also, in our case, the government cannot make more than a one year commitment to the programs. While we have to develop a trained team to carry out the work well, we cannot commit to them for more than a year of funding and this is inefficient to manage. It is also more difficult to find qualified people willing to work on a short-term basis.

Q: How does working with the public sector differ from working with private donors?

A: With private donors you tend to have more of a discussion about effectiveness. You have the potential to try things out on a pilot basis to see what works. The government, in Poland anyway, is not interested in pilot projects. They want to immediately take a project to a large scale. This makes it hard to try out methodologies and make adjustments as you go along.

Q: Under what conditions would you refuse to work with the government?

A: We wouldn't work simply as a "contractee" of the government. If we can't be involved in the program development and design, we would not be interested in implementing a government program. They would have to accept our program methodologies. We would have to feel ownership of the project and be sure that it was well designed. However, this is not usually how things work. We have been lucky to find a government agency that is willing to work with us on our programs.

Alliances with the public sector bring a mixture of challenges and opportunities for IYF Partners as they continue to search for ways to diversify their donor base and sustain good programs.

Many of the suggestions made in the previous chapter on corporate partnerships apply to developing a relationship with the public sector. Your NGO needs to understand how the government is perceived by other sectors of society, its track record on the social issue of concern to your organization, and which branch and level of government you should approach. As with any donor, you need to understand the special requirements and needs of your potential public sector partner. In countries as diverse as Australia, Uruguay, and Germany, for example, IYF Partners have had to become well versed in the government budgeting process. They need to understand what type of resources are available for NGOs and child and youth programs, as well as how best to influence the allocation of public resources. In trying to find the best way to partner with the public sector, IYF Partners have had to deal with a variety of challenges, including:

- Securing funding for an integrated approach to youth development when government funding is fragmented and sector-based (e.g., directed at education or health).
- Determining how much and from which budgets the government has resources for children and youth development.
- Trying to be efficient while negotiating with multiple branches of government (which involves real and opportunity costs for NGOs).
- Convincing the government of the need to cover the full costs of designing, managing, and monitoring a program. Over time, Foro Juvenil in Uruguay has been able to obtain public funding for program-related costs but has been less successful in covering its overhead, let alone the costs of research and development.
- Efficiently managing government-funded programs, which tend to involve more administrative work due to reporting and other requirements imposed by government bureaucracies.

Because of the complexity of negotiating with the public sector, it is important for every NGO to have a good grasp of its direct and indirect costs so that it can effectively present these costs to public officials. As the Australian Youth Foundation and other IYF Partners have discovered, it helps to have reliable outcome data so that you can make more convincing arguments about the true costs of producing positive outcomes. AYF, for example, convinced the Australian government to rethink the way it invested in a particular youth program by educating public officials about what it takes (e.g., resources) to produce a positive youth outcome (e.g., better self-image or specific job-related competencies).

As with any alliance, it is critical to go into a new relationship with the public sector knowing what your organization has to offer. Listed below are some of the “products” or “services” IYF Partners have offered to the public sector. These may help your organization identify the institutional “assets” that could be most attractive to a government partner.

Products or Services IYF Partners Offer to the Public Sector

- Established and proven program experience
- An independent board of prestigious individuals from diverse sectors of society
- An integrated program approach (as governmental programs tend to be more sector-specific, not as holistic)
- Efficient and effective use of resources
- Capacity to reach the grassroots or other segments of the population that the government has difficulty reaching with services and information
- Capacity to work with a network of other NGOs
- Capacity to manage tri-sector relationships (e.g., civil society, government, and business)
- Capacity to leverage matching resources from private donors
- Innovative or alternative approaches to social issues
- Source of information about key issues
- Experience, insight, evaluation, monitoring, or technical support relationships with other NGO/grassroots organizations

Types of Public Sector-NGO Alliances

NGO and public sector alliances come in various forms and dimensions. Four different types of alliances negotiated by four different IYF Partners are described in this section. In each case, IYF Partners are looking for ways to inform, influence, and support government programs and services in ways that will benefit young people and, in the process, further increase the credibility and strategic position of the NGO. In Portugal, the government provided funding to Fundação da Juventude (FJ) to initiate a job training program. FJ has leveraged that initial investment to build more relationships with other government agencies and the corporate sector. The German Children and Youth Foundation provides opportunities for government agencies and private sector institutions to co-invest in youth programs. One of the National Council for Child and Youth Development's main services to the Thai government has been the design and delivery of alternative models for addressing important social issues. Over time, the Uruguayan government has come to appreciate Foro Juvenil as a strategic partner. In each of these cases, alliances with the public sector bring a mixture of challenges and opportunities for IYF Partners as they continue to search for ways to diversify their donor base and sustain good programs.



INTERVIEW

Promoting Job Creation for Youth in Portugal

Since 1990, the Fundação da Juventude (FJ) has operated a government funded program to promote the creative and entrepreneurial capacity of young people between the ages of 18 and 35. Through this program, FJ has helped to create nearly 150 youth businesses and more than 1,500 new jobs. Maria Geraledes, FJ's Director General, elaborates on the program below.

Q: What was the relationship between FJ and the government for this program?

A: The agreement signed between Fundação da Juventude and the government provided the Foundation with the two-year financing to launch the program. Government funding enabled us to set up the program, covered infrastructure, operating costs, and training costs. After this point the program became self-sustainable through the income generated by the businesses.

Q: What benefits did the partnership bring to your NGO?

A: This partnership allowed us to launch the program, gain visibility among the general public (and in particular with young people), and establish partnerships with private and other public entities once they saw the effectiveness of our work. Equally important, this partnership responded fully to the main objective of the Foundation, which is to help young people enter the job market.

Q: What benefit did the partnership bring to the government?

A: It strengthened the dialogue between the government and youth, gave credibility to public policies for youth, brought more employment and investment, maximized public resources because FJ operates at lower cost due to its small and specialized structure, and allowed the government to decentralize its programs.

Q: What attracted the government to working with FJ?

A: FJ is the only youth organization in Portugal that has both public and private interests represented among its founding members. Working with us is strategic because of our innovative proposals. Also, the target group — youth — is a strategic part of the population and can determine election results. Above all, we are successful in our work, and our programs complement what the public sector does for youth.

Q: What are the risks or dangers of working in partnership with the government?

A: If you are not careful, there can be a lack of independence since it is the natural tendency of political power to try to control opinions and attitudes. It is important to be prepared and attentive.

Q: Under what conditions would you refuse to work with the government?

A: We should not work with government if there was not transparency, confidence, and seriousness on behalf of the government and if public interests were being confused with political interests. Independence between public and private powers is fundamental.

Q: What advice would you give other NGOs that want to work in partnership with the public sector?

- A:**
- Design a technically strong and socially relevant project with precise objectives.
 - Sign a detailed contract/agreement that is detailed to avoid misunderstandings and irresponsibility.
 - Do not accept one hundred percent financing from the government. You should co-finance the projects even in a small way by providing services or equipment.
 - Make your programs innovative.
 - Anticipate policy by doing research about specific programs and social issues.
 - Be serious and transparent in your programs.
 - Create a nucleus of well-respected people who support and provide credibility for your NGO.
 - Always present a report and accounting of the work co-financed with the government at the end of the project to increase mutual trust and to strengthen the partnership.

INTERVIEW

Public-Private Partnerships Can Work: Germany

Of its US\$10 million budget (1999), the German Children and Youth Foundation received 75 percent from the public sector. This is a significant achievement for a five-year-old foundation operating in a country full of established organizations working on children and youth issues. GCYF's Executive Director, Heike Kahl, explains how it successfully negotiated a partnership with the governments of the states of eastern Germany despite its being a new foundation.

Q: How did GCYF persuade the Berlin government to let it manage a school clubs program?

A: After reunification, youth clubs in East Berlin began to lose state funding so GCYF resuscitated the idea by suggesting that clubs be formed where young people spend most of their time: in schools. The German government found the idea attractive. Some of the reasons GCYF was able to achieve this partnership were:

- GCYF offered a “product” the government was interested in: school clubs.
- GCYF's executive director had worked for several years in the Berlin government youth administration and had personal contacts and an established reputation.
- The Foundation had the support of well-known private foundations, such as the Robert Bosch Foundation and the Freudenberg Foundation, and could offer matching funding.
- GCYF established clearly its position as a bridging organization between ministries and local NGOs.
- GCYF has the good fortune of having the former President of the German Parliament and all state governors of the eastern states and of Berlin on its Board plus representatives of well-known foundations and companies.

Q: What value does the public sector receive from the partnership with GCYF?

A: GCYF offers an integrated, effective approach to children and youth programs. It bridges the areas of responsibility of two different, and often rivaling, government ministries: school and youth. GCYF also takes responsibility for the administration, monitoring, trouble-shooting, and evaluation of school clubs. This means that 100 percent of public funds goes into school clubs. As a result, the government's workload is reduced, enabling it to make more efficient and effective use of its resources. In sum, GCYF offers a packaged solution at a low cost.

Q: What are the benefits?

A: The top benefits for us are:

- Access to funds! Cooperation with the public sector allows GCYF to leverage its ideas with considerable financial resources.

- Room for creativity. GCYF has more freedom than the average bureaucrat does to develop and design programs which we then propose to the government.
- Experience on a large scale and the opportunity to develop and put into practice a set of standards that are accepted by the government.
- Possibility to contribute to the shaping and development of public policy. Partnership with the government gives GCYF more access to public officials and opportunities to spread its philosophy.
- Promotion of GCYF. GCYF is becoming increasingly known among NGOs and the wider public.
- Attractiveness to other donors because we are able to leverage private monies.
- Growth. Without the cooperation with government, GCYF would not be where it is today—supporting approximately 600 school clubs!

Q: What qualities are needed to service these partnerships?

A: Staff need to have patience with the sometimes unfathomable and bureaucratic ways of public administrations. They need to be able to perform well under pressure and tight deadlines, and keep their sense of humor too.

Q: What are challenges?

A: Government bureaucracies are organized according to areas of responsibility. Pulling different and sometimes rivaling administrations behind one program is an enormous endeavor. Government funds also do not fully cover GCYF's costs of operating the programs. In essence, our direct and indirect costs are covered primarily from private sources, although we are always working to convince the government to cover our costs as well.

Q: How is GCYF dealing with these challenges?

A: GCYF would like to reduce its dependence on government funds. GCYF is seeking to diversify its funding by including more support from the private sector and the general public. However, as long as the government remains active in the area of social and public policy, GCYF is determined to work closely with it to pursue its agenda. If we want to effect change in Germany, the government has the most influence and the biggest coffers.

INTERVIEW

Working with the Public Sector in Thailand to Address Rural Youth Needs

Srisak Thaiarry, Executive Director of the National Council for Child and Youth Development in Thailand (NCYD), comments on the Council's collaboration with the public sector.

Q: NCYD has worked effectively with the Thai government. To what do you attribute this?

A: Our ability to communicate with the government at the decision making level is very good. We have always had people on the staff and board of NCYD who can gain access to high political people through their professional and personal relations. We have identified people in parliament, in the cabinet, and in high government posts and worked to make them our allies. We are constantly supplying them with information through several channels, as well as providing input for the formation of policies and plans through national level committees on which we serve.

Q: What role has NCYD played with the public sector?

A: The government knows it is unable to respond effectively and adequately to different social areas and is open to contributions from other sectors whose expertise can be utilized to solve problems. NCYD has been able to provide alternatives and convince the government to adopt these as part of their strategies. However, NGOs will have to be alert on key issues and bring them to the government's attention.

Q: Can you give us an example of how you have developed alternatives for the government?

A: Our pilot project on rural youth career development is an example of how NCYD developed an alternative solution to a problem that the government was not able to solve on its own. When we stepped in there was only a one percent success rate for government-run vocational training programs for rural youth. We made sure when we redesigned the rural youth career development program that we involved public officials from the beginning so that they had a sense of ownership. We were able to use their resources and leverage more funds from them for project implementation. The pilot project was implemented over four years at different sites and stages with different sets of cooperating parties: government agencies, NGOs, and local groups. In our fifth year, we came up with a practical and effective model which three ministries — agriculture, labor, and social welfare and education — adopted the model and integrated it into their work. In this way, we are able to further replicate the program and scale it up to a national level through government channels.

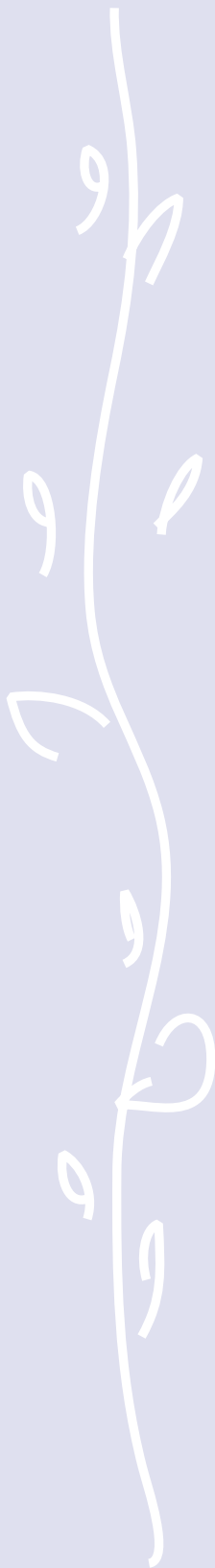
Bringing Youth into National Focus: Foro Juvenil in Uruguay

The Uruguayan government contracted Foro Juvenil to develop and manage projects in a variety of areas pertaining to youth development — education, job creation and training, agricultural production, small-scale production, university residences, youth commissions, and promotion of youth art. Today, government funding represents more than fifty percent of Foro Juvenil's budget. The relationship with the public sector, however, goes well beyond a contractual one and has taken years to nurture.

Since Foro's founding in 1981, it has set its sights on making youth a priority for the nation. Building partnerships with all levels of government is a central strategy toward reaching that goal. In many ways, Foro's strategic goal is being fulfilled. Not only does the Uruguayan government support Foro, but public sector investment in youth issues has expanded over the past decade and there is greater awareness at the federal and municipal levels of government of the importance of having clear and forward looking policies for youth.

Foro Juvenil's many years of hard work to engage the public sector can be distilled into several key roles:

- *Researcher*: Foro collects information from youth, youth programs, and other sources on the status of youth and their primary issues. Through action-research, it has built a knowledge base on youth and employment, the social integration of marginalized youth, and other topics.
- *Educator*: Using these data, Foro produces media releases, position papers, presentations, and other communication pieces to raise government awareness of key issues and to understand causes and possible solutions.
- *Program designer*: This is one of the most powerful roles that Foro performs as it brings its know how and research together to create practical solutions to issues of greatest concern for Uruguay's youth. Many of the innovative programs tested by Foro in the area of youth employment have become the models from which larger government-funded programs were built.
- *Capacity builder*: Building the capacities of government employees at the municipal and federal levels to understand youth issues and provide relevant services is a core part of Foro's strategy to make youth a national priority. Foro was instrumental in creating youth agencies at the municipal level, as well as working with them to ensure they had the technical skills to fulfill their mandates. To help the Montevideo government with its new youth employment program, Foro seconded some of its staff to the public sector.
- *Systems reformer*: The government's decision to create municipal youth agencies and eventually the National Institute for Uruguayan Youth were due, in large part, to Foro's educating, advising, and lobbying.



- *Coordinator:* To get the country focused on the right issues and effective solutions for youth, Foro believes that NGOs and the public need to come together regularly for open, pluralistic dialogue. To this end, Foro promoted the creation of a Coordinating Commission for Youth. Foro has worked to bring youth voices to these discussions as well. By building bridges between the public and NGO sectors, Foro has helped to improve the climate for strategic partnerships between the NGO sector and Uruguayan government.

With a firm base of public sector support, Foro Juvenil is now in the process of finding ways to create strategic relationships with the Uruguayan business sector. It will look for ways to incorporate more business sector participation in the ongoing dialogue around youth policy and services. As important, Foro will begin to test the skills it has developed in negotiating with the public sector with the business sector.

Benefits and Challenges of Public Sector Partnerships

Based on the experiences of Partners from Portugal, Germany, Thailand, and Uruguay, some of the benefits and challenges of forging a relationship with the public sector include:

Rewards:

- Government has the potential of providing large amounts of funding, allowing your organization to bring a proven program to a scale. That usually isn't possible with private funding.
- Public funding enables a pilot program to be replicated in many more places or for innovative ideas to become more mainstreamed.
- Having an alliance with the public sector puts your NGO in a good position to influence systems, budgeting, and public policy related to your cause.
- Public sector partnerships can provide incentives for the private sector to invest in your organization and its program if the company wants to improve its relations with the government.
- Public-NGO partnerships can raise awareness about the role of NGOs in the country that could result in better legal treatment of NGOs in general.
- A public sector-supported project can provide greater visibility and stronger image for your organization in the general public.

Risks:

- Your NGO's image can be damaged if closely associated with problems of government corruption or mismanagement or with a government that lacks a credible image.
- The cost of mobilizing funds from the government in terms of staff time, opportunity costs and travel may outweigh the benefits received, especially if your NGO does not develop a broader relationship.
- Governments may have short-term interests because of relatively short political terms.
- Unexpected political pressures could affect the project even after it has been started.

Benefits and Challenges of Public Sector Partnerships (continued)

- Government funding is often not secure from one year to the next because budget allocations are often approved on an annual basis.
- Bureaucracy and inefficiency are typical of government staff and administration and can affect project implementation.
- An NGO that is dependent on government funding becomes vulnerable to political changes that are out of its control.
- Government programs tend to focus on having a big scale and high visibility which sometimes takes away from program impact.
- The best deal you negotiate with the public sector may not adequately cover the true costs of the project that is, your direct and indirect costs.

Tips for Successful Public Sector Alliances

- Know what the potential donor (e.g., government agency) needs and do your homework about the gaps in their programs or reach.
- Keep your “antennae” up so that you can see the opportunities. Where is the government leaving gaps that you could fill?
- Consider initiating your alliances at the local government level, at least initially and then expand nationally.
- Make sure that your accounting systems allow you to accurately calculate direct and indirect costs so that you can negotiate the program budget wisely.
- Be wary of taking on projects that are pre-designed or where your NGO has little room to improve the design.
- Scan your internal systems to be sure that your NGO has the capacity to manage the extra reporting and accounting requirements that government contracts may impose.
- Choose programs that are free from political interests, especially from partisan political agenda.
- Go slow and even withdraw if you sense negotiations are less than transparent.
- Make sure there is a clear written agreement or contract that sets out the terms of the relationship to avoid discrepancies later on.
- Provide some level of co-financing so as not to be one hundred percent dependent on the government agency.
- Collect reliable data on results and costs so that you can educate the public sector about the real impact of the investment.
- Use your partnership to educate the public sector about the issues that most concern your NGO. Build confidence and influence. Do not be afraid to use them to further your cause!

CHAPTER 7: MOBILIZING PEOPLE

Raising support from individuals can be an important part of a comprehensive sustainability strategy and can provide your organization with greater financial stability. It allows your organization to diversify its funding sources and reduce its dependency on a few large donors. Individuals also are a good source of unrestricted funds which you can use to cover your operating costs, to leverage other funds, and/or build your endowment.

This chapter will explore:

- Issues such as defining your market, weighing costs and benefits, donor maintenance, and accountability.
- Three different ways of approaching the general public for funding—media campaigns, special events, and direct mail.

Defining and Approaching Your Market

Your success in mobilizing support from individuals rests on your institutional reputation, your strategic position, the quality of your programs, and their appeal to people. How you present your cause or issue is critical, as it needs to resonate with the local culture and peoples' concerns and aspirations.

Forging relationships with the general public has special challenges because you are dealing with hundreds, thousands, or millions of people with diverse interests, beliefs, and values. Your NGO needs to segment the general population by age, gender, geography, life experiences, or other relevant characteristics so that you can identify those groups for whom your mission and vision will have (or could have) the greatest appeal. Defining which segments of people you are trying to reach makes it easier for your NGO to tailor projects to individuals' interests and tastes.

Who in your society is most likely to identify with and be interested in your issues? Are they women, men, old, young, families, single professionals, people of a particular ethnic group, or living in a particular area of the country? Whether you approach the public through the media, direct mail, or special events, your message should be tailored to your target audiences, taking into consideration their interests, tastes, and lifestyles. People usually give because of an emotional attachment to an issue or because of problems they see in their own lives and/or communities that they want to help solve or alleviate. Therefore, it is essential to understand which social issues interest different segments of the population before launching a campaign or any fundraising effort.

Sometimes, an organization needs first to educate people about its causes before asking individuals for a donation. Fundação Abrinq was one of the first organizations to mobilize attention around the issue of child labor in Brazil. Before it made child labor a public issue, many Brazilians either did not think about the issue or believed that it was better that children work. Fundação Abrinq's efforts to educate the public on child labor have helped to change public opinion. Now most Brazilians are convinced that children should not be working. "This is a step toward sustainability," says Fundação Abrinq's Marketing Director, Lygia Fontanella. "If society

believes in your cause, they have a vested interest in making sure your organization stays around to advance it. Children's rights can't be just Fundação Abrinq's cause, it has to be society's cause. As long as society cares about that cause, Fundação Abrinq will be able to raise funds and be sustainable.”

Individuals also may be wary of organizations without a known name. If your organization does not have a good level of recognition among the general public, a broad based appeal for support may not work well. Before you approach the general public for a contribution, find ways to bring attention to your work through the media, participation in large events, and outreach efforts by high level board members. Children's Hour, a national campaign for children celebrating the new millennium, is one way IYF Partners are gaining wide visibility for their organizations. Many plan to build an individual giving program in 2000 and beyond based on the visibility they gain through their 1999 campaigns.

Media Campaigns

Using the media to broadcast your message to the general public is a strategy all NGOs should pursue. You need to be clear and realistic about your goals in using the media. Do you want to get a message across to educate the public, to raise funds, or both? The purpose will determine the content of your campaign as well as the appropriate media (e.g., print media, the internet, radio, or television).

Media campaigns offer the following advantages as a way of mobilizing the public:

- Possibility of reaching large numbers of people with your message
- Potential to raise large amounts of money through many small donations
- Enhancing public recognition and image of your NGO

Here are some examples of how IYF Partners have used the media to raise support for children and youth.

Slovakia

In the past, the Children of Slovakia Foundation's media relations were confined to press releases and conferences. With the 1999 Children's Hour campaign CSF is broadening its media options by making wide use of radio and TV spots. As a result, CSF has much greater exposure to the average Slovak. Different corporate and media sponsors covered the costs (estimated at US\$175,000) of much of the design work, media time, and production fees.

Here are some of the more creative media ideas that CSF is using to increase visibility and raise funds from the general public:

- Slovak celebrities were filmed interviewing people on the streets about how they feel about donating for children. The clips were shown on television.
- Celebrities read chapters from the well-known children's book, "The Little Prince," on prime time television. Corporate sponsors paid for advertising, the funds from which went to the campaign since the airtime was donated.



- Celebrities auctioned select personal effects in a publicly televised auction to raise funds.
- The Minister of Education participated in a televised chess tournament with young chess champions, drawing on the Slovak's love of chess.

Ecuador

In early 1995, an armed conflict with Peru left a group of Ecuadorian children fatherless as a result of the war. In response, Esquel formed an alliance with the Armed Forces (an organization with high credibility in Ecuador) and with a major TV network to create the Fund for Peace, Education, and Development to help these children. A major design firm donated the creation of the look and message of the campaign, which was broadly publicized on TV, radio, and in the press. Funds were raised from business, as well as individuals. Hundreds of small donations were collected through school-based campaigns. The result is an endowed fund from which the affected children receive scholarship money to help cover educational and other basic living expenses until the age of 18. Esquel believes that the key factors for success were the high spirit of patriotism and appreciation of their fallen soldiers and the fact that they allied themselves with credible partners—a respected TV station and the armed forces.

Czech Republic

The Czech Republic's Civil Society Development Programme (NROS) launched its "Help the Children!" campaign in March 1999. Designed to reach every Czech citizen, this annual campaign aims to promote awareness among the Czech public and mobilize their support for disadvantaged children. To do this, NROS adapted a telethon model from the United Kingdom's BBC's Children in Need appeal. Czech Television, which coordinated the campaign with NROS, provided free prime-time airspace valued at approximately US\$120,000. In addition, NROS raised funds from two international donors and spent approximately US\$78,600 for the planning and implementation of the campaign. NROS, with the help of Czech Television and several other corporate partners (e.g., the Czech bank, IPB, and Tesco stores), created publicity and excitement about the campaign through a special website, media spots, theatre productions, concerts, and other events. NROS' network of NGO partners and friends around the country helped promote the campaign in their communities and regions. The events leading up to the telethon gave people everywhere a chance to get involved. The result was the collection of US\$150,000 of unrestricted funding. The campaign was so successful that NROS is planning to produce various products, such as T-shirts and toys featuring the campaign mascot for next year's campaign to augment revenues further.

Tips for Media Campaigns

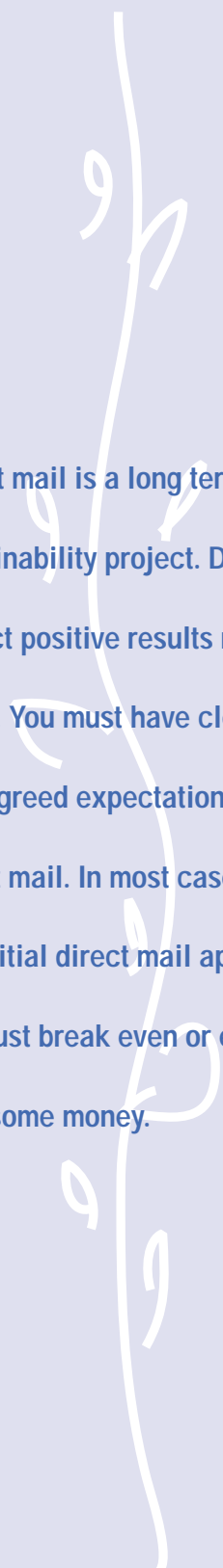
- Be careful about using media that disperses your message too much beyond your target market. Choose media that best gets to your target population.
- Get data on the position of your organization with different audiences before asking for money. Try to convince a marketing research firm or university to donate their expertise to conduct focus groups or to collect data on public perceptions.
- Establish relations with the media, advertising firms, and designers to get their services free of charge or at cost.
- Take advantage of celebrities to enhance your media campaign and give it credibility.
- As always, be careful to align your organization with credible partners.
- Make your message as clearly, direct, and simple as possible.
- If fundraising is your goal, clearly word the solicitation and give specific instructions on how to make the donation.
- Consider the cost-benefit potential of the campaign.
- Start small first—in one city or in one venue—to test your message and effectiveness.

Direct Mail

Direct mail is a way to get your message or solicitation into the homes and offices of many people in a printed format. It also allows your NGO to build an individual donor base that you can use for other purposes. Direct mail takes the form of an attractive brochure with an engaging message or story. It includes an easy mechanism for the recipient to make a donation either by returning a pledge card, sending a check, giving a credit card number, or making a deposit in a bank account. Direct mail can have more permanence than a television or radio campaign since there is a physical piece of paper. On the other hand, response rates for direct mailings are very low. Many people throw out the mail without opening it. To be effective, direct mail must target an audience that is large enough so that the small percentage of positive responses is significant.

Direct mail is a long term sustainability project. Do not expect positive results right away. You must have clear and agreed expectations of direct mail. In most cases, the initial direct mail appeal will just break even or even lose some money. A response rate of one percent is good. The value of direct mail is not the money it brings in the first time but the names it gives you for future appeals. If it costs \$1,000 to raise \$900 in the first appeal and gives you 50 new donors, your future appeals should be able to raise \$5,000 to \$10,000 from those donors over the next five to ten years. Renewed gifts, regular gifts, occasional big gifts, and bequests are where direct mail pays off.

Designing, printing, and mailing appealing solicitations are expensive. Good presentation is key and gives the recipient the sense that the soliciting organization is established, respectful, and trustworthy. Many NGOs seek



Direct mail is a long term sustainability project. Do not expect positive results right away. You must have clear and agreed expectations of direct mail. In most cases, the initial direct mail appeal will just break even or even lose some money.

IrYF's high profile came from our annual fundraising events, some of which started almost at the same time as the foundation — fourteen years ago. At the time, not many organizations were doing this type of fundraising so IrYF stood out because the events caught people's attention. Probably people knew more about the events than they knew about IrYF's children and youth work at that time.”

– Liam O'Dwyer,
Executive Director,
Irish Youth Foundation

in-kind donations from corporate sponsors to cover the costs of designing and printing direct mail pieces.

A key requirement for a successful direct mail campaign is a reliable and low-cost postal system. Mailing costs can also vary by country. In some countries the government postal system is not reliable and private mail services may make this mechanism's cost prohibitive.

Direct Mail Brings Fundação Abrinq Unrestricted Funds

Fundação Abrinq sends direct mail four to six times a year to raise general, unrestricted support for the foundation. Solicitations are sent by regular Brazilian mail, which is expensive but reliable. Having segmented its market, the Foundation targets high level business leaders in the São Paulo metropolitan area. Fundação Abrinq gets the mailing lists free of charge from marketing companies.

Fundação Abrinq strengthens its direct mail efforts using the media—TV, radio, print ads, and newspaper editorials. It is helpful for people to recognize the mail solicitation as something they had seen on television or in the newspaper. It gives it validity in their eyes and increases the chances of their reading the brochure.

Because of high mailing costs in Brazil, Fundação Abrinq uses magazine inserts as an alternative and complement to direct mail. Although the response rate is low (0.06 percent), it is very inexpensive because the distribution is taken care of by the magazine. Fundação Abrinq simply provides a printed insert. Fundação Abrinq can get its promotional insert to up to one million people in one single magazine distribution. Therefore, with a 0.06 percent response rate, up to 600 people send in a contribution to Fundação Abrinq with just one insert!

Tips for Successful Direct Mail Campaigns

Keep the donor informed and acknowledged

Just as important as mobilization efforts are donor maintenance and recognition. Once you receive a donation, keep your donors informed and interested in the project and feeling appreciated. You can provide:

- Information about your organization or specific program with a “thank you” for participating
- Quarterly reports of results with a listing of all donors in the report
- Thank you notes when a donor decides to stop contributing to the program for whatever reason (he/she receives another letter thanking them for their past support)

Make donating easy

Getting the donation from the donor to the organization should be as easy as possible. Some IYF Partners provide donors with:

- Forms to facilitate payments directly from the donor's bank accounts
- Small stickers that donors can adhere to their calendars to remind them to send in their monthly donation

Tips for Successful Direct Mail Campaigns (continued)

- Reminder notes are automatically generated to remind the donor to make their monthly contribution
- Ways to donate by credit card or check

In any case, the instructions on how to make the donation should be clear and simple and should require a minimum of effort on behalf of the donor.

Account for funds raised

Provide an accounting to the donor about the funds received and how they have been spent. This is what gives the donor the confidence and motivation to keep making their monthly donation. It is a good idea to include real examples from the projects, testimony from project beneficiaries, and photos when possible.

Special Events

Special events are a way of mobilizing people around your organization and your cause. If done well, they can also create a lot of good will toward the organization. They are not, however, always a sure way to earn income, since the cost-benefit result is not always positive. Special events take a variety of forms, ranging from a benefit concert, fashion show, or luncheon to a walkathon or other sporting event. Events can take a lot of time to prepare and implement and the staff time involved is a “cost” many organizations fail to consider when deciding to launch them. Your organization’s image may be hurt by having poorly planned and implemented events. As in any type of public fundraising, media presence usually helps increase the odds for success for an event but is no guarantee.

Irish Youth in the Spotlight

The Irish Youth Foundation (IrYF) provides several examples of successful special events that raise funds from the general public. Today a number of Irish charities compete for support from the Irish public. In order to continuously maintain and even increase public support, IrYF needs to maintain a high profile and offer fun, creative ways to attract people of all segments of the population to contribute and participate. IrYF’s network of volunteers create four annual fundraising events that together raise over US\$400,000 each year. In the process, IrYF has greater name recognition in Irish society.

Denim Day: Launched in 1996, Denim Day is a very popular annual event and the most successful of IrYF’s fundraising events. On Denim Day, companies and schools relax their dressing requirements and, in return, each participating employee or student wearing denim donates a minimum of one Irish pound (approximately US\$1.70) to benefit Irish children and youth. Denim Day is promoted in newspaper ads and radio spots that highlight examples of successful children and youth projects benefiting from the money raised. IrYF sends out over 20,000 information packets to potential participants around Ireland — companies, schools, etc. — including a poster, registration card, collection card, and cardboard collection box. Various Irish celebrities offer their names and faces for the promotional efforts. Key

sponsors include the Wrangler Jean Company, the Bank of Ireland, and three radio stations. The Bank has designated Denim Day their annual “staff day” and every branch of the bank participates. In 1998, Denim Day raised US\$175,000 for IrYF and cost approximately \$25,000 to plan and implement.

Sports Celebrity Awards Banquet: Since 1987, IrYF has hosted an annual banquet in collaboration with the Link's Golfing Society to present achievement awards to sports and entertainment celebrities from all over Ireland. Now an established event, IrYF sells tables for US\$1,500 each, mostly to corporations and sports celebrities. Renault sponsors the event and donates an auto for auction to the attendees. The banquet raises approximately US\$140,000 in net income and attracts broad media coverage to IrYF. In addition to corporate in-kind contributions and sponsorships, the banquet costs IrYF approximately US\$53,670.

Joe Dolan Celebrity Bowl: Joe Dolan, a well-known Irish singer lends his name to children and youth as the host of a celebrity bowling event held annually since 1988. Irish companies sponsor corporate teams who are joined by a local celebrity to play against each other in a “more fun than competitive” night. Each company team pays an entrance fee that goes to the Irish Youth Foundation. Prizes donated by local companies are given to the winning teams. The success of the event is due in part to the committed participation of Dublin celebrities who attend each year. The event nets approximately US\$45,000 each year and costs roughly US\$6,400.

Bloomsday Messenger Bike Rally: For six years, IrYF has organized a Messenger Bike Rally in Dublin. One hundred bikers gather in central Dublin and ride around the streets of the city. At the end of the rally, IrYF offers lunch with entertainment in an up-scale hotel. The event harks back to an Irish tradition in which companies advertised by bicycle. Bikers, sponsored by local companies, pay an entry fee of US\$340, and advertise their sponsor's logo on their clothing or on the bike. Non-bikers can buy a lunch ticket for US\$85. Guinness also sponsors the event. To increase proceeds from the event, an Irish designer clothes auction is held during the lunch as well. The annual event normally provides IrYF with a net income of US\$40,000 and costs IrYF US\$6,595.

Tips for Special Events Fundraising

Securing Corporate Support

- By securing corporate sponsors for events, you can assure participants that event costs are being covered and that their contributions go directly to children and youth projects. On the other hand, that makes it hard to raise funds for operational costs through special events.
- The Board can play an important role by providing donations and using their corporate contacts to make the event a success.
- By creating events that allow companies' employees to participate, you give the corporation an opportunity for team and morale building in addition to good public relations.

Tips for Special Events Fundraising (continued)

- Try to secure repeat sponsorship. It is easier to get corporate sponsors to return than to find new ones each time.

Positioning and Marketing your Event

- Do your homework about the potential market for the event you are proposing. If the event will not make a lot of money without a cause associated with it, it will not make money for your organization either.
- Try to identify local sports, holidays, traditions, or other cultural ideas that could be the basis for an event. The Irish events were especially successful because they drew on Irish culture and traditions.
- Holding an event outdoors (like the IrYF bike rally) helps increase visibility!
- Use the event to remind people of your NGO's mission and vision.
- Get celebrities and the media involved to bring more attention to the event.
- People give to people, so use your spokespeople and other high level supporters to appeal to people to participate in your event and contribute.
- Different events can target different segments of society. For example, some of IrYF's events target corporate sponsors directly (Sports Celebrity Awards Banquet), others involve corporations' employees (Joe Dolan Celebrity Bowl), and others are directed at schools, government agencies, and NGOs (Denim Day).
- Events should be fun and attractive so that they engage people. By making the events fun to participate in, participants feel they receive something in return for their contribution and people want to join in.
- Use the events to promote your organization and to raise awareness about your issue!

Good Organization is key

- Good organization, management, and administration is key. Make sure you have enough time to organize the event well.
- Holding the same events year after year makes them simpler to organize and less time consuming to manage.
- Distributing the events throughout the year helps staff manage the work involved.
- Be prepared to communicate clearly what the money raised will be used for and report on its use soon after the event.
- If possible, recruit reliable volunteers to help with the organizing and implementation work.



Lessons for Mobilizing Individuals

Some lessons to bear in mind if you want to raise funds from individuals

- Identify those segments of society with whom your NGO and its programs has or could have the greatest affinity. Understand what appeals to these segments and target your communications and fundraising approaches accordingly.
- It is more effective to develop a positive image and strong name recognition before you go to the general public with an appeal for support. But, do not let a low level of public awareness stop you from searching for ways to raise funds from individuals.
- Identify the social issues of greatest importance to the population and target the event toward the population that is interested in your cause.
- Describe through stories, simple messages, and graphics why you need an individual's contribution. The simpler and more straight-forward, the better.
- Good relations with the media are key for getting peoples' attention.
- Be clear and realistic about the goals of your public outreach campaigns.
- Be sure to do a cost-benefit analysis before embarking on a costly campaign, mailing, or event.
- Maximize income by getting corporate cash and in-kind sponsors for your events, direct mailing, and campaigns.
- Give recognition to donors as often as possible.
- Report back quickly how the funds from a particular fundraising effort were used. Show people that you are transparent.
- Use your events and campaigns to build an individual donor base.
- Use your donor list as a tool to keep your individual contributors informed and engaged. The next time you ask these individuals for support, they may increase the size of their contribution!
- Use your events and campaigns to build an individual donor base.
- Use your donor list as a tool to keep your individual contributors informed and engaged. The next time you ask these individuals for support, they may increase the size of their contribution!
- Be careful with donor fatigue. If you are consistently going back to the same donors too often, they will lose interest. At the same time, if you go back to them too infrequently, you are not meeting their desire to help you help children and youth.
- Get the best available marketing expertise to help you. Marketing is a profession and experts with experience with commercial marketing can assist you best.

CASE STUDY

Mobilizing Individuals: Fundação Abrinq's "Our Children" Project

In 1993, Fundação Abrinq began an ambitious project, called Our Children ("Nossas Crianças"), to mobilize funds from the general population in order to support programs for needy children and adolescents. The project asks each individual donor to make a contribution to provide basic services to a single child. The donor does not literally "adopt" a child but through Fundação Abrinq's marketing is able to identify with the needs of a child. The monthly contribution covers direct expenses for services such as food, teachers, or educational materials at an institution which provides services to children. The standard monthly donation is the equivalent of US\$43. Contributions are provided to 41 pre-qualified organizations in the city of São Paulo, serving more than 12,000 children. Our Children currently has 1,225 donors (73 percent are individuals, 27 percent are businesses) which in total give nearly US\$75,000 monthly to the project.

Fundação Abrinq uses a combination of direct mail and media mechanisms to mobilize these contributions:

- TV campaign to launch the program and make a broad-based appeal
- Brochures and other promotional materials sent to companies and individuals
- Letters asking existing donors to recommend others
- Magazine and newspaper inserts

The campaign has a positive message and the materials are professionally produced. Most of the direct promotional costs (design of campaigns, media time or space, and printing) are provided pro bono or a reduced cost. Sponsors are recognized on campaign materials and advertisements. These arrangements make the project much more cost effective.

Such a project does not run itself. Fundação Abrinq has put together a team that works to consistently increase donations and ensure the effective investment of resources in qualified programs. The team consists of one coordinator, three program and fundraising staff, and one secretary. They utilize a computer database and advertising support from professional agencies, and they coordinate with the media.

Fundação Abrinq's key to success? According to Lygia Fontanella, Coordinator of Fundraising, for any type of donor — business or individuals — the key to credibility is telling the donor what you did with the money as soon as possible with hard data.

EPILOGUE

We hope that this book inspires you to think more broadly about the possibilities for mobilizing resources within your country and to plan and act strategically. Not only will your NGO benefit by having a greater and more diverse base of support, but you will create more opportunities for people and institutions to be socially responsible.

From the Partners' sustainability experiences we can distill several themes which have broader application. *One is that sustainability is a process, not a state you achieve and hold on to.* IYF Partners cannot afford to rest on past successes or assume that they have found the formula for their sustainability. The environment is too dynamic for one plan or set of strategies to be effective on a permanent basis. As much as we may admire the energy and creativity of Fundação Abrinq, for example, its staff and board continue to search for new and better ways to engage more Brazilian citizens and institutions and companies in its work

Your NGO can expect to change and will need to learn when and how to change. Your cause will change and your organization will need to adjust. If successful, your communications efforts will change the way people perceive your issues. This, in turn, may require you to modify your messages in the future. Donors' needs will evolve and your NGO should be sensitive to these changes. It also must be open to adjusting its products. It is wise to be alert to who else in your environment offers the same services and products as your organization. You cannot afford to assume that once unique, always unique. Another NGO, or a company or even a government agency, may introduce a service or product (program) very similar to yours. Knowing your competition may lead you to:

- refine your strategic position so that your distinctiveness is clearer,
- realign your services or products to avoid duplication of efforts, or
- collaborate with your "competitor" so that together you offer a better product to society.

You need to plan strategically and continue to think strategically. After you have toiled on your strategic plan, taking into account all of the elements described in Chapter One, you need to keep asking yourself strategic questions. You cannot do this every three years. It needs to be a regular part of the organization's decision-making processes. Constantly assess whether you are on the right track by asking yourself strategic questions. Has the environment changed requiring that you adjust your goals or strategies? Is your performance not as good as you expected, suggesting that you need to build more capacity? Being curious should be a permanent feature of your organizational culture. Staff members need to be encouraged to keep testing their assumptions about donors, products, relevance, value, and quality. They can do this by asking friends, colleagues, board members, friends of board members, and donors the types of questions raised in Chapters One and Two.

What you do has value. Perhaps the hardest shift for NGOs is to change their mindset about the value of their work to society. It is not easy to make this shift if you find it hard to think of your work in market terms. In many countries, people do not understand or appreciate what NGOs do. Ecuador's research revealed a mistrust and ignorance of NGOs. In many other countries,

this situation is changing due to the efforts of organizations like Fundación Esquel-Ecuador. We believe that NGOs need to take their cause(s) to the public borrowing concepts and practices from marketing and public relations. If you have not been successful in creating value, then you have to ask yourself 1) if you need to do a better job of marketing your cause; or 2) whether you are out of step with what people want and care about. If it is the latter, then you need to ask yourself some difficult questions about how well attuned you are to your external environment. Some IYF Partners' good ideas never went beyond the planning stage because they were unable to mobilize enough local interest. Others have had to abandon projects once international funds ran out because local support was not forthcoming. On the other hand, if people know that you offer something that they need, (e.g., value), it is easier to develop mutually beneficial relationships. You begin to make the important shift from an NGO that asks for funds, to an NGO that enters into a relationship in which both parties feel ownership of the product and derive benefits.

The ethics of fundraising is a theme that runs throughout this book. An NGO, like any organization, operates under a set of core values and beliefs. These elements serve as the organization's center of gravity. They guide your choices about:

- what you tell people you do and why (your mission),
- the type of change you hope to see in the world (vision),
- the way you behave (culture), and
- what you do (goals, strategies, activities).

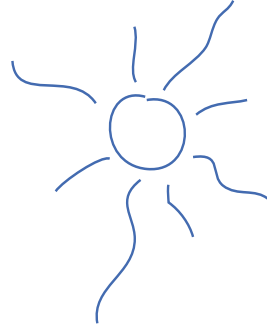
Throughout this book we advise you to do your research and take the time to consider whether a particular relationship will hurt or enhance your cause. There may be cases where the cost of doing business with a certain donor or promoting a certain product may prove too high in terms of your organization's image, credibility, or the morale of your staff. If you believe that the ends do not justify the means, you should not pursue that relationship or project. Your NGO will need to weigh the pros and cons of each case, based on its values and core beliefs. We cannot prescribe your ethical parameters, but we strongly advise you to define them for your NGO. Chapters Four through Seven offer ideas to help guide you in the development of your code of ethics. Issues such as the company or public agency's labor practices, image, line of products, allegations of legal or financial improprieties, and record on the environment might be some of the factors you weigh. In addition to developing and updating your code of ethics you need to define a review process for those cases where staff or board members may have concerns.

One category of donors that is conspicuously absent is international grantmakers and bilateral and multilateral development agencies. This is not because they are unimportant but because we intentionally decided to focus this book on developing your image and donor base within your country. We believe that it is important for NGOs to increase the percentage of their total income that comes from local sources, be they people, companies and governments. Doing so lessens their dependence on international donors and builds stronger ties between NGOs and their societies.

There may be cases where the cost of doing business with a certain donor or promoting a certain product may prove too high in terms of your organization's image, credibility, or the morale of your staff. If you believe that the ends do not justify the means, you should not pursue that relationship or project.

We need to acknowledge, however, that many IYF Partners partially owe their achievements to support they received from international donors. International donors helped Partners start their operations (Poland, Germany, Slovakia, Venezuela, Mexico), incubate new ideas and programs (Uruguay, Thailand, Poland) and leverage local funds (Germany, Venezuela, Slovakia).

We also believe that international donors can play a greater role in stimulating the financial sustainability of the NGOs they support. International funders can work with their grantees from the beginning of their relationships to diversify their sources of income. They also can help NGOs build their capacity to mobilize resources locally and be better prepared for the day when funding decreases or ceases altogether. For that reason we hope that international funders will support their grantees to apply the principles and adapt the types of practices described in this book.



IYF PARTNERS

Australian Youth Foundation

134 William St., Suite 302
East Sydney NSW 2011, Australia
Tel: (61 2) 9357 2344
Fax: (61 2) 9358 5635
www.ayf.org.au

Centro de Información y Recursos para el Desarrollo

Curupayty 226 con Eligio Ayala
Asunción, Paraguay
Tel: (595 21) 222 941
Fax: (595 21) 212 540

Children of Slovakia Foundation

Hviezdoslavovo nám.20
SK-811 02 Bratislava, Slovakia
Tel: (421 7) 544 17 438
Fax: (421 7) 544 31 143

China Youth Development Foundation

A-1 Houyuanensi Hutong
Jiaodaokou Nandajie
Beijing 100009, China
Tel: 86 10 6403 3894
Fax: 86 10 6403 3907
www.project-hope.org

Children and Youth Foundation of the Philippines

Citibank Tower, 27th floor
8741 Paseo de Roxas
Makati City, Metro Manila
Philippines
Tel: (63 2) 848 0051
Fax: (63 2) 848 0056
www.fillib.org.ph/cyfp

Civil Society Development Foundation

Jeleni 15/196
11800 Praha 1
Czech Republic
Tel: 420 2 3335 6173
Fax: 420 2 3335 4708

Foro Juvenil

Maldonado 1260
CP 11000
Montevideo, AP 6288, Uruguay
Tel: 59 82 93 00 29
Fax: 59 82 92 73 00

Fundação Abrinq

Rua Lisboa, 224
São Paulo-SP
05413-000 Brazil
Tel/Fax: (55 11) 8810699
www.fundabrinq.org.br

Fundação da Juventude

Casa da Companhia
Rua das Flores, 69
4050 Porto, Portugal
Tel: 351 2 339 3530
Fax: 351 2 339 3544
www.fjuventude.pt

Fundación Comunitaria de Puerto Rico

Edif. Torre de la Riena 450
Ponce de Leon Avenue, Suite 203
Puerta de Tierra
San Juan, P.R. 00907
Tel: 787 721 1037
Fax: 787 721 1673

Fundación Comunitaria Oaxaca, A.C.

311 Guerrero
Colonia Centro
Oaxaca C.P. 68000, Mexico
Tel: (52 951) 68065
Fax: (52 951) 68066

Fundación Esquel-Ecuador

Avda. Colón 1346
Edificio Torres de la Colón
Oficina No. 12
Quito, Ecuador
Tel: (593-2) 520 001
Fax: (593-2) 554 029
www.esquel.org.ec

Fundación Para la Infancia y la Juventud Oportunitas

Avenida Principal de los Chorros
Complejo Gustavo lt. Machado
Caracas, Venezuela
Tel: (58-2) 239-0753
Fax: (58-2) 234-2684

German Children and Youth Foundation

Chausseestrasse 29
10115 Berlin, Germany
Tel: (49 30) 280 7000
Fax: (49 30) 283 2202
www.djks.de

Irish Youth Foundation

Glencullen House
Kylemore Road
Ballyfermot
Dublin 10, Ireland
Tel: (353 1) 626 1090
Fax: (353 1) 626 1072

Israel Children and Youth Foundation

23 Ben Yehuda St.
P.O. Box 26400
Tel Aviv 61263, Israel
Tel: (972 3) 510 4178
Fax: (972 3) 510 3956

Jantje Beton

Cartesiusweg 23
Postbus 85233
NL-3508 AE Utrecht
Netherlands
Tel: 31 30 244 7000
Fax: 31 30 244 4857
www.jeugdfonds.nl

Lions-Quest Canada

515 Dotzert Court, #7
Waterloo, Ontario N2L6A7
Tel: 519 725 3118
Fax: 519 725 3118

**National Council for Child
and Youth Development**

618/1 Nikom Makkasan Rd., Rajthevi
Bangkok 10400, Thailand
Tel: (66-2) 255 9922
Fax: (66-2) 254 7219
www.dordek.org

New Perspectives Foundation

62, ul. Maroseyka 3/13
Moscow, Russia 101970
Tel: (70 95) 206 8813
Fax: (70 95) 206 0927
www.npf.ru

Polish Children and Youth Foundation

ul. Jasna 22, Suite 200
00-950 Warsaw, Poland
Tel: (48-22) 826 4473
Fax: (48-22) 826 4323

Welfare Association

P.O. Box 25204
Shu'fat, Jerusalem, Israel
Tel: (972 2) 583 3184
Fax: (972 2) 583 3185

Youth Development Trust

P.O. Box 214
Florida Hills, 1716, South Africa
Tel: (27 11) 472 4594
Fax: (27 11) 472 4597

SELECTED RESOURCES

Bennett, Jon and Gibbs, Sara. *NGO Funding Strategies: An Introduction for Southern and Eastern NGOs*. Oxford: ICVA and INTRAC, 1996.

Bryson, J. M. "Strategic and Action Planning for Non-Profit Organizations." In Robert S. Hermann and Associates (ed.) *Handbook of Nonprofit Leadership and Management*. San Francisco: Jossey-Bass Publishers, 1994.

Cannon, Lisa. *Life Beyond Aid: Twenty Strategies to Help Make NGOs Sustainable*. Johannesburg: IPD and Interfund, 1999.

Cuthbert, David L. "Funding Capacity Building Workshop" (training booklet). Johannesburg, South Africa: National CBDO Network, 1997.

Fox, Leslie M. and Schearer, S. Bruce. *Sustaining Civil Society: Strategies for Resource Mobilization*. Washington: CIVICUS, 1997.

Fitch, Marc and Oertel, Patty. "Getting Your Message Out: A Guide to Public Relations for Nonprofit Organizations." Los Angeles: S. Mark Taper Foundation and The Southern California Center for Nonprofit Management, 1993.

Fund Raising School, Indiana University. "Diverse Income Strategies for Nonprofit Organizations," (Training materials), Indianapolis, Indiana: The Fund Raising School, Center on Philanthropy.

Fundación Acceso. *Institutional Planning: A Facilitator's Manual*. San José, Costa Rica: Acceso and CARE, 1995.

Howe, Fisher. *The Board Member's Guide to Fund Raising*. San Francisco: Jossey-Bass Publishers, 1991.

Institute for Development Research. *Strategic Thinking for NGO Leaders*. Boston: IDR, 1996.

Inter-American Foundation. *Grassroots Development, Focus: Social Investment. Volume 21, Number 2*. Arlington, Va: Inter-American Foundation, 1998.

Norton, Michael. *The Worldwide Fundraiser's Handbook: A Guide to Fundraising for Southern NGOs and Voluntary Organizations*. London: Directory of Social Change, 1996.

Senge, Peter et al. *The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization*. New York: Currency/Doubleday, 1994.

Stern, Gary J. *Marketing Workbook for Nonprofit Organizations*. St. Paul: Amherst H. Wilder Foundation, 1990.

Vincent, Fernard and Campbell, Piers. *Towards Greater Financial Autonomy: A Manual on Financing Strategies and Techniques for Development NGOs and Community Organizations*. Geneva: IRED, 1989.



International Youth Foundation™

32 South Street, Suite 500,
Baltimore, Maryland 21202 USA.

Telephone: +1 410 951 1500

Fax: +1 410 347 1188

E-mail: youth@iyfnet.org

www.iyfnet.org

ISBN 0-9678604-0-7