



# Good Practices of Domestic Support and Fund Raising

A collection of successful strategies on how Non Profit Organizations create win-win Relations, become Recognized and raise Resources and Support from the general public, government, private sector, (I)NGOs, media, educational institutes and other support actors



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**MDF** Asia  
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# Foreword

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This document originates from an initiative by ICCO Cooperation, who wants to assist partner organizations in strengthening their own support base. The local nonprofit organization 'SHEEP' in Central Java was subsequently chosen as a partner in this pilot project to develop and implement a systematic approach towards domestic support and fund raising. SHEEP's focus areas lie in defending community rights, basic services and disaster risk reduction.

The purpose of this pilot was to support SHEEP in their endeavor to enhance their organizational sustainability and strengthen their support base while at the same time also generating insights, lessons learned as well as resource materials that can inform similar learning journeys by other NGOs. Together with MDF Asia, the consultancy organization, SHEEP identified innovative strategies for support raising.

This report documents experiences and 'good practices' of implementing innovative strategies that contributed to strengthening NGOs' organizational legitimacy, relations with external stakeholders and their resource base.

*"Non profit organizations from middle income countries like Indonesia should be able to build their own resource base. Support from the domestic civil society will give the organization their genuine base of existence."*

**(Kees de Ruiter, Regional Director ICCO Regional Office South East Asia & Pacific)**

*"For NGOs to survive in the changing context of development cooperation, a Domestic Support and fund Raising strategy is not optional, but a must have."*

**(Bart van Halteren, Regional Director MDF Pacific-Indonesia)**

*"Choosing DSR can be a choice based on our consciousness or force on NGO sustainability and independency, this will define our values."*

**(Andreas Subiyono, Director of SHEEP, NGO)**

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# Introduction

With shrinking foreign assistance budgets and a changing aid landscape, Non Profit Organizations and Non Government Organizations are challenged to become more proactive and innovative in building and strengthening relations with existing and potential support actors. Increasingly, NGOs have to work hard to sustain their operations, show greater impact of their programs (being accountable) and be visible in the arena they are working in.

Nowadays, most NGOs have written a fundraising plan, however in order to sustain the organization's mission it is essential to look beyond financial resources only. NGOs should consider Recognition, Relations and Resources. The new term DSR provides a broader perspective: **Domestic Support and Fund Raising**. The main aim is that organizations are able to mobilize all kinds of material and immaterial support (including voluntarism, moral support, political and policy support) in order to fulfill their missions. This means that NGOs plan strategically how they can build and strengthen relations with current and potential support actors such as individual donors, businesses, governments, other NGOs, universities, media and others in order to mobilize resources.

## What are NGOs and Non Profit Organizations?

A non-governmental organization (NGO) is any Non-Profit Organization, voluntary citizens' group which is organized on a local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of service and humanitarian functions, bring citizen concerns to Governments, advocate and monitor policies and encourage political participation through provision of information. NGOs are usually organized around specific issues, such as human rights, environment or health .

The term '**social business**' has been coined and is sometimes used as a new name for NGOs, to emphasize that next to "doing good". Definition: A social business is a non-loss, Non-dividend Company designed to address a social objective within the highly regulated marketplace of today. It is distinct from a non-profit because the business should seek to generate a modest profit but this will be used to expand the company's reach, improve the product or service or in other ways to subsidize the social mission.

## This report is split up in three parts:

### **Part I: What is Domestic Support and Fund Raising?**

This part provides an overview of the challenges NGOs face worldwide, such as competition, shrinking resources and being accountable, but also the opportunities such as new technologies and flexibility of NGOs. Although each context differs, trends can be detected and provide an incentive for change. Furthermore the rationale and new term Domestic Support and Fund Raising (DSR) is explained.

### **Part II: Developing your DSR strategy**

For an NGO to function effectively to mobilize support, it is essential to develop and use a DSR Strategy document. This document can be used to plan and guide your DSR activities. It should be created with

<sup>1</sup> <http://www.ngo.org/ngoinfo/define.html>

<sup>2</sup> <http://www.muhammadyunus.org>

an eye toward generating revenue sufficient to enable the organization to achieve its goals, in terms of building essential relations, covering operating expenses and obtaining sufficient funds to fulfill the mission. The plan should be drafted with input from each member of the organization along with the Board of Directors and other key employees.

The strategy starts from analyzing the organization's identity, mapping the needs of potential support actors as well as resources needed from these actors, developing match-making strategies and translate this into an action plan. The DSR strategy should be reviewed yearly and revised as needed to ensure that the organization stays on track toward accomplishing its goals. If there are no successes, the DSR strategy should be revised, whether that means adding or revising strategies.

### **Part III: Match-making strategies and Good Practices**

Last decade, many NGOs have been innovative in becoming recognized, strengthening relations and mobilizing resources and support. This part of the report provides input for NGOs to enrich their DSR Strategy. The 24 match-making strategies are a source of inspiration for NGOs to build and strengthen relations with five major types of (potential) support actors. For each strategy Good Practices are identified to show how match-making strategies could work in practice to mobilize support. Organizations from different countries proved that their strategies strengthened relations and increased their resources.

#### **What is a good DSR practice?**

The label 'good practice' was given to initiatives and efforts that:

- ✓ have proven to be successful by generating tangible results for the organization implementing it
- ✓ contributed directly or indirectly to organizational sustainability (by strengthening relations, resources and recognition)
- ✓ innovative (it is a new idea, which actively stimulates support and resource mobilization)
- ✓ unique (not too many organizations have tried out the strategy)
- ✓ cost-effective (investment should not exceed resources achieved)
- ✓ could in principle be replicated (work in other countries)

#### **Methodology**

The good practices were collected from 50 interviewed NGOs through face-to-face meetings and Skype discussions and in addition an online survey and internet research. Only the NGOs that were selected as good practice are mentioned in this document, because other NGOs participating in this research preferred to be kept anonymous.

MDF Asia mainly collected good practices worldwide, while the NGO SHEEP collected local good practices in Indonesia.

A final selection of good practices was made according to the criteria mentioned in the box 'Good Practices' by representatives from ICCO, MDF Asia and SHEEP (selection committee).

# Part I What is Domestic Support and Fund Raising?





# 1. What is Domestic Support and Fund Raising?

## 1.1 Challenges and opportunities for NGOs

The external arena for NGOs has become more complex. Due to reduced funding from governments and multilateral organizations, many organizations have to work hard to keep overhead low and find alternative income to sustain their operations. Last decades, thousands of new NGOs were established for the purpose of ‘doing good’ which has led to increased competition. Increasingly the general public, but also government institutions and businesses want to know how their donations are spend, NGOs have to show greater impact of their programs and be more transparent about their activities and expenditures. The box below sums up the main challenges and opportunities for NGOs worldwide.

### Challenges for NGOs

- being resource-constrained by budget cuts by Overseas Development Aid (ODA)
- being largely dependent on a single (usually foreign) funding source
- facing competition from other NGOs: many organizations have become very innovative nowadays, so NGOs have continuously be innovative and adapt themselves to the market demands
- limited capacity to communicate their work or mission (not visible)
- limited understanding to attract the attention of large donors (complex procurement procedures)
- strong ideology limits openness to collaborate with businesses, government, general public
- limited human resources and time available to mobilize resources (staff perform a variety of functions: deliver quality programs, management and administrative tasks)
- having limited access to larger knowledge networks to share and learn from successes, failures and lessons learned
- Limited investment budget to diversify or invest in new technologies
- lacking skills to work with new technologies
- lacking expertise to show results (accountability): there is an increased demand to see clear and sustainable impacts of the organizations’ work. Many NGOs fail to be transparent about their work, the results and expenses
- International NGOs, facing budget cuts too, have to look for strategic new roles and find ways to ascertain, and partly justify, their physical presence in developing countries. This affects funding for local NGOs or increased competition

### Opportunities for NGOs

- donations from private individuals and philanthropists worldwide by far exceed official development assistance (ODA)
- personally know their potential support base– their volunteers, local officials, local business leaders and other stakeholders
- are in the position to foster a sense of ownership and pride among local communities and build trust towards their organization
- are flexible to respond to changing circumstances and emerging issues
- can make use of new technologies to connect with others (digital / social media opportunities) The increased inter-connectedness through digital media and changing communication behavior in society also creates openings to develop innovative approaches for strengthening relationships and outreach to different actors
- increased amount of public donations (crowd funding)
- Corporate Social Responsibility (CSR) and private sector initiatives: increased social responsibility and new laws made by a number of governments, motivates businesses to work with NGOs
- requests for expertise of NGO from businesses, governments, media and other actors
- triangular cooperation schemes (more actors) getting popular

## 1.2 What is DSR and why do we need it?

The general objective of DSR is to achieve **organizational sustainability**. Organizational sustainability, however, is not an end in itself, but is needed to fulfill the vision and mission of an organization. This means that each organization is continuously able to carry out its core activities.

### Definition of DSR:

*“In DSR your organization aims to become more recognized, aims to deepen and widen relations with an existing and future network of domestic actors to be better able to mobilize all kinds of material and immaterial support (including voluntarism, moral support, political and policy support) in order to increase your support-base, influence and impact.”*

As NGOs face numerous challenges to continue to carry out their organizational work, the main objectives of DSR are outlined in the box below.

### Main objectives of DSR

- Increasing legitimacy and support for organizational activities and goals from ‘domestic’ (national, non-donor) actors
- Decreasing the dependency on international donors
- Establishing new collaborations with the general public, private enterprises, governments, NGOs, media, universities)
- Developing multi-stakeholder initiatives to achieve advocacy objectives and create synergies in program implementation
- Overcoming fragmentation of civil society by building more strategic networks and partnerships
- Improving public accountability and internal governance

### DSR Concept

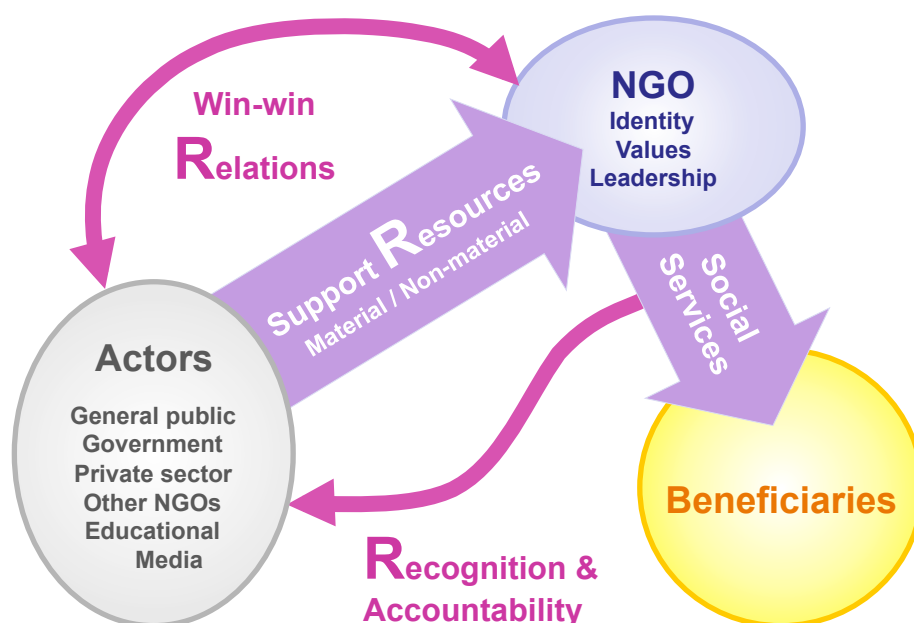


Figure 1. DSR Concept




## Domestic (in-country)

In DSR we look for in-country actors that can provide material and immaterial support to an organization. The following actors are identified, though they can be made more specific and adapted to a specific context:

- General public
- Domestic donors / philanthropies
- Government (national/ provincial/ local)
- Private Sector
- Other NGOs & networks
- Target group (communities, individuals)
- Education institutions (universities/ students)
- Media
- Respected personalities (religious leaders, civil society leaders, celebrities)

## Support

NGOs aim to optimize support – this can be material and non-material resources. However, to mobilize support, organizations should continuously strengthen relations with other actors and improve their recognition.

Symbol found in match-making strategies	Explanation
	<p><b>Win-win Relations:</b> partnerships are needed to support the implementation of program activities, creating an enabling environment for programs. There are different kinds of relations that can be identified such as partnership, hierarchical, services, networking, financial, communication, and transformation of values, lobby and mediation.</p>
	<p><b>Recognition &amp; Accountability:</b> as organization you need to make yourself visible in the domestic arena and build trust among potential support partners. This can be done through various ways such as networking, marketing activities such as social media, organizing events or printing attractive materials about your organization. If an NGO becomes acknowledgement by other actors, it might create more opportunities for strengthening relations and getting support. Legitimacy is a strong part of 'recognition' (see pre-conditions for DSR).</p>
	<p><b>Resources and support mobilized:</b> material (finances, products) and non-material (contributions from volunteers, enabling environment, moral support, political and policy support, time available from other actors, knowledge resources).</p>

## Raising

'Raising' relates to the activities of acquiring domestic support. It is meant to cover the identification and mobilization of all kinds of material and immaterial support, including voluntarism, moral support, political and policy support.

## Basic pre-conditions for Domestic Support Raising

1. Legitimacy (downward accountability, transparency and building trust):
  - clear vision/mission
  - organization profile (overview of key activities, thematic areas, number of staff, date of establishment, geographical area working in)
  - adequate organizational structures and human resources / expertise
  - data/documentation of achieved results such as annual reports and audits are put on the website
  - respected leadership
  - strong membership base
2. Collaborative networks:
  - being part of networks
  - not working in isolation
3. Visibility in the domestic arena:
  - name of organization is known among key stakeholders (community, government)
  - share marketing materials such as brochures, business cards
  - website in local language
  - be present at important meetings
4. Enabling environment:
  - this is the social, economic and political and policy context created by governments, official donors, larger society, religious authorities, private sector and other development actors that affect the ways NGOs may carry out their work. It is essentially the amount of space and freedom that NGOs have to do what they want to do.

## Part II Develop your DSR strategy



## 2. Develop your Domestic Support Raising Strategy

DSR is a long-term process as it contains steps that need careful analyses and approval within the organization. Decisions have impact on organizational values and sustainability and should therefore not be taken easily. The pathway in Figure 2 assists NGOs to identify challenges and opportunities in a rapidly changing context; to clearly define its organization identity; to develop strategies based upon needs of the own organization and those of others, and finally, to assess what changes are needed within the organization to implement a strategy.

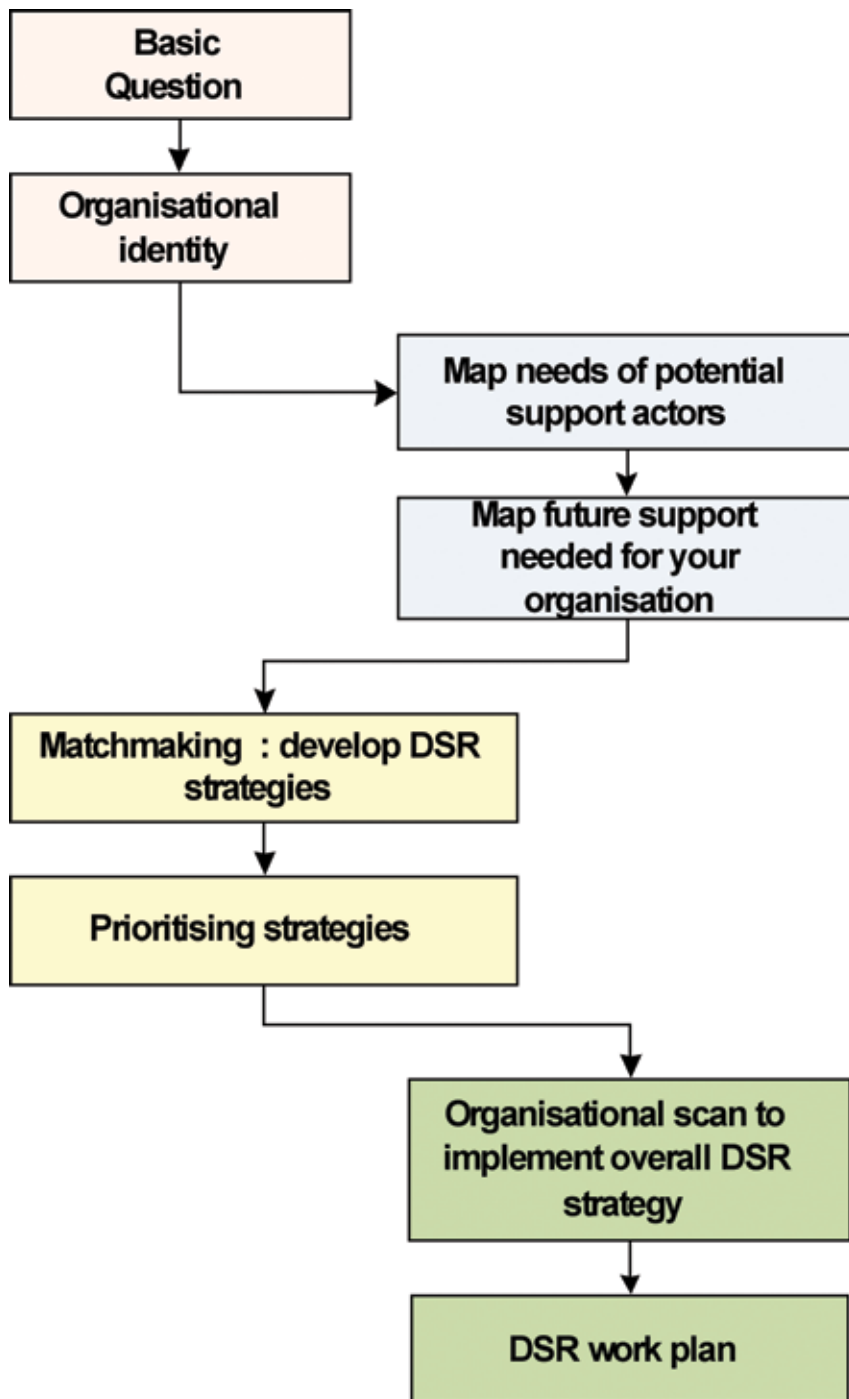


Figure 2. Steps in designing a DSR strategy

## Step 1: Develop a basic question

To develop a strategy to diversify the NGO support base, a leading research question is the key for success. In order not to effect the position of your NGO negatively, it is important to clearly define what your organization is looking for. Formulate a basic question like:

*How can our organization become more recognized, build and strengthen relations and mobilize support and resources (material and non-material) from the general public, government, private sector, other NGOs, media, educational institutes and other support actors so we are continuously able to carry out our mission while maintaining our strong focus and values?*

## Step 2: Organizational identity

Each organization has its own identity. This includes particularly its mission, vision & (stated) core values (e.g. accountability, legitimacy, strategic direction) and (often implicit) organizational culture.

A clear NGO identity is useful when approaching potential support partners, as this identity summarizes the organization. It can also give unity to your staff and make it clear to people outside what your NGO is about. The identity is a collection of perceptions about an organization, formed by its every communication, action and interaction with other partners.

### Questions to ask yourself are:

- What was the organization set up to do? What need(s) does it address?
- What are the main areas of work and the desired outcomes?
- What ethical values are important to us?
- What are unique selling points?
- What makes us unique?
- Or even: What are key words we like to describe ourselves, or are happy to hear back as feedback from our target groups, partners and clients?

## Step 3: Map needs of potential support actors

NGOs are increasingly being seen as an actor which is able to provide assistance to other NGOs, governments, businesses and other actors. NGOs perform a variety of services and humanitarian functions for different purposes and actors. For instance:

- NGOs are also looking for support from NGOs, either in partnerships, networks or assistance (e.g. consultancy, lobby advice)
- Both governments and corporate sector organizations, for ideological reasons or simply to boost sales, want to be known as green, fair and free in terms of press or in regarding issues of child labor. NGOs can play the role of watchdog and advisor: specialized NGOs (and their coalitions) can at once advise and even certify companies and government agencies, but also (threaten to) raise awareness on their weaknesses.
- Private sector, government and educational institution want to contribute to effective community development. Highly experienced NGOs with a wealth of technical expertise, community knowledge and local networks can assist.
- Individuals and religious institutions want to contribute to social responsibility either in kind, donations or time (e.g. volunteers).

Assess for each actor what services / support they need from your NGO. Fill in the first column of the DSR matrix:

Actor	1. What do they need from us?	2. What support do we need?	3. Match-making strategies	4. Prioritising strategies
Private sector				
Government				
Other NGOs				
General public				
Educational institutions				
Celebrities				
Media				
Others				

Figure 3: DSR matrix

### Step 4: Map future support for your organization

As already indicated, your organization is looking for support. This support is:

- ✓ Material (finances/ goods to carry out your organizational activities)
- ✓ Non-material (expertise/ networking/ advocacy/ access/ knowledge/ endorsement): concrete examples are articles published in the newspaper, work permits from the government, expertise from volunteers

Assess for each actor what support your NGO needs. Fill in the second column of the DSR matrix.

### Step 5: Match-making strategies

Once you have mapped what (potential) support actors need and what type of support you are looking for, you can develop strategies to strengthen your collaboration or mobilize resources. **See part III: the match-making strategies and good practices.** Examples:

- “We want to be known as a child supporting NGO in order to raise donations among the general public” (link between ‘society wants to donate & do good ’ and ‘reduce overhead’)
- “Our NGO can continuously attract and manage volunteers to contribute to organizational work and programs” (link between ‘individuals/ organizations who want to contribute to the society’ and ‘getting resources for yourself’)
- “We collaborate with educational institutions for improving our accountability” (educational institutions provide community services and you have data for being accountable)
- “We assist corporations in reaching farmers to improve their welfare in order to improve the sustainability of cocoa supply”

Read and discuss part III, brainstorm with colleagues, meet with other NGOs or browse on the web. Fill in the third column of the DSR matrix.



## Step 6: Prioritizing strategies

Once you have developed matchmaking strategies for your organization, you can select most promising strategies. You select priority strategies according to the following criteria:

- has highly positive effects (impact) for your organization
- cost-effective
- unique
- does not compromise your NGOs identity and values
- has longer term impact for your organization and the partner(s)
- is innovative or new for your NGO
- your mix of priority strategies has (sufficient) short- and medium-term effect to keep momentum
- other criteria determined by the organization

**Determine in your organization the priority strategies by voting, discussing or using decision matrixes. Fill in the last column of the matrix: is the match-making strategy a priority strategy for your organization?**

## Step 7: Organizational scan

Once you have selected priority strategies, you have to carry out a scan in your organization how to implement the strategies. Identify support actions needed with the questions below.

Aspect	Questions
<b>Input</b>	What resources do we need? Start-up capital? How can we make our organization visible (e.g. website to communicate, brochures)?
<b>Structure</b>	(How) should we restructure ourselves to implement the strategies? Need of new department (e.g. fundraising, business development)?
<b>Systems</b>	Which systems need to be reviewed? Database client/ volunteers, IT system, M&E system for being accountable?
<b>Staff</b>	Is staff competent to implement strategy (skills, knowledge, attitude)? Is there need of new staff (e.g. fundraising officer, business developer)? How can staff be encouraged to implement strategy (trainings, time available, job descriptions)?
<b>Style of management</b>	Does management support DSR success?
<b>Culture</b>	Which beliefs and behaviors support or hinder change?

## Step 8: DSR work plan

Make a detailed work plan for your priority strategies:

Priority strategy 1	We can continuously attract and manage volunteers to contribute to organizational work and programs		
Outputs	1. Assign volunteer coordinator	2. Developed HR Plan for volunteers	3. Staff prepared to coach volunteers
Activities	1.1. Recruit new coordinator (internally)	2.1. Needs assessment 2.2. Planning 2.3. ToR / job descriptions	
Responsible	Management	Commission coordinator	
Time frame	As soon as possible	End 2015	

# Part III Match-making strategies and good practices

The following match-making strategies have been identified for five groups of support partners.

<p><b>1. Match-making strategies with the general public</b></p>	<p>Strategy 1.1 Working with volunteers: different modalities                      Strategy 1.2 Generating direct donations                      Strategy 1.3 Keeping relations with your supporters                      Strategy 1.4 Mobilizing public support for your cause                      Strategy 1.5 Peer-to-Peer Fundraising                      Strategy 1.6 Selling products</p>
<p><b>2. Match-making strategies with the government</b></p>	<p>Strategy 2.1 Get your NGO on the radar of the government                      Strategy 2.2 Sharing what you do                      Strategy 2.3 Working together on government programs                      Strategy 2.4 Providing input for policy debates</p>
<p><b>3. Match-making strategies with the private sector</b></p>	<p>Strategy 3.1 Meeting businesses                      Strategy 3.2 Offering different ways of cooperation                      Strategy 3.3 Keeping a two-way partnership                      Strategy 3.4 Stimulating alternative donations                      Strategy 3.5 Establishing Social Businesses</p>
<p><b>4. Match-making strategies with other NGOs</b></p>	<p>Strategy 4.1 Meeting other (I)NGOs                      Strategy 4.2 Working together on fundraising                      Strategy 4.3 Sharing information and knowledge                      Strategy 4.4 Connecting with NGOs for joint advocacy                      Strategy 4.5 Establishing new institutions together</p>
<p><b>5. Match-making strategies with the media, universities and religious institutions</b></p>	<p>Strategy 5.1 Promoting your work through media                      Strategy 5.2 Expanding knowledge through universities or research institutes                      Strategy 5.3 Sharing values through education                      Strategy 5.4 Extending community services through religious organizations</p>

## 1. Match-making strategies with the general public

Already for decades, NGOs depend on support from individuals (the general public). NGOs use a variety of strategies to build relationships with individual donors, make them known among the wider public and mobilize support.



**Win-win Relationships:** ongoing engagement is important to foster real connections with your supporters. Offer them positions as volunteers or becoming allies to speak up for your work. Custom messages and thank-you notes increase the likelihood that a supporter will continue supporting an organization's efforts. Acknowledge their support and show them—specifically—how it has helped your organization's mission. Studies show that supporters prefer using a website to gather information about an organization, followed by email and Face book.



**Recognition and Accountability:** Information technologies create opportunities to make your organization and your work known among the wider public and develop more direct relationships between individual donors and beneficiaries. Technologies can provide citizens with real-time information on developments and progress on the ground. Face book, blogs, cyber campaigns, demonstrations; each strategy requires different means and levels of expertise of the organization and requires a certain level of technical know-how.

Increasingly, individuals have become more critical towards development aid and want to be sure that donated money is used efficiently and indeed benefit the intended target group or contribute to the propagated cause. For that reason it is important to be transparent what your organization does, with whom do you collaborate and how donations are spend. Publish annual and financial reports on your website.



**Resources and Support mobilized:** The citizens (the general public) can be allies whom you can call on to support your NGO, your community and your issues. If your NGO faces a funding cut that might force you to close your doors, your allies will speak up that your work is important and deserves to be supported. If you are an advocacy group, your allies will sign your petition, give testimony, or show up for your rally. Important lesson is to make it easy and attractive for individuals to donate.

### Strategies and good practices

NGOs have come up with innovative strategies to reach the general public (individual citizens) and motivate them to support their work. The following key strategies were identified, supported by good practice:

- Strategy 1.1 Working with volunteers: different modalities
- Strategy 1.2 Generating direct donations
- Strategy 1.3 Keeping relations with your supporters
- Strategy 1.4 Mobilizing public support for your cause
- Strategy 1.5 Peer-to-Peer Fundraising
- Strategy 1.6 Selling products

## Strategy 1.1 Working with volunteers: different modalities

Working with volunteers is a worthwhile strategy for many non-profit organizations that are restrained in their human resources and need active support to implement their programs. Many development organizations promote on their websites and through other media that they are looking for volunteers.

### A Volunteers involved in project activities & sharing expertise

**Good Practice 1: Yayasan Rama Sesana Bali** is a non-profit, non-governmental organization, founded in Bali in 1999. They provide quality health services and education with a particular focus on women's reproductive health.

"We have a number of Balinese and expat volunteers. Both are helping us with project activities. The expat volunteers are especially helpful in fundraising. They have a wider networks and it easier for them to talk to other expats within and outside Bali.



*"More people know our organization and our work, because our volunteers have developed and distributed marketing materials and linked us to the general public through social media"*

**Good Practice 2: Yayasan Mitra Netra** is a not-for-profit organization focusing its programs on efforts to improve the quality and participation of the blinds in education and working fields (1991). For one of their projects, recorded books are provided to blind people. They attract many volunteers, because they make the volunteer service easy: they ask volunteers to read a book and record this. Volunteers can do this at any time possible. This makes volunteers very motivated to assist.



*"We receive continuous support through our loyal volunteers. Our costs for project activities reduced last years, because our volunteers do the services for free"*

**Good Practice 3:** The American charity organization '**Meet Each Need with Dignity**' (**MEND**) which is based in South California helps residents of their community in need, including providing assistance to homeless people, providing affordable medical and dental care, providing adult job training and student tutoring. Their mission statement reads: "With dignity and respect, powered by volunteers, MEND's mission is to break the bonds of poverty by providing basic human needs and a pathway to self-reliance." <http://mendpoverty.org>



They serve about 32.000 people each month while they only employ 24 paid full-time staff members to administer the vast array of services. Operating costs are as low as 5%.



They make this happen by working with about 3200 volunteers who nearly donate 13.000 hours to the organization each month. They have very strong relations with their volunteers: Volunteerism is actually an important part of their organizational identity.

! **Make it easy to become a volunteer**

! **Be specific and focused in the expertise you are looking for in potential volunteers**

## B Volunteers as cyber activist

**Good Practice 4: Greenpeace**, founded in 1970, is one of the strongest organizations for environmental issues. They receive funds from the public, but do not accept donations from businesses as part of their principles. Greenpeace Indonesia, one out of 40 global offices, has 65.000 individual donors, of which 22.000 individuals donate monthly.

They also work through approximately 300 volunteers and 100 cyber activists. *“Our cyber activists assist with social media campaigns and creative activities to raise awareness. For instance they made advertisements that KFC is not good for the forest in Indonesia. These adverts were spread all over Indonesia”.*



Through weekly activities updates by email and Face book and by publishing the annual report (narrative and audited financial), **Greenpeace fosters strong collective trust and values among its supporters. Greenpeace scores high on legitimacy!**

**Good Practice 5:** For those who want to do something for their community or world, **Amnesty International's** activism toolkit shows how to use petitions, widgets, email, letters, social networking sites, blogs, photos and videos in your digital human rights activism. This easy access has stimulated high support from volunteers on the internet.



<http://www.amnesty.org/en/how-you-can-help>



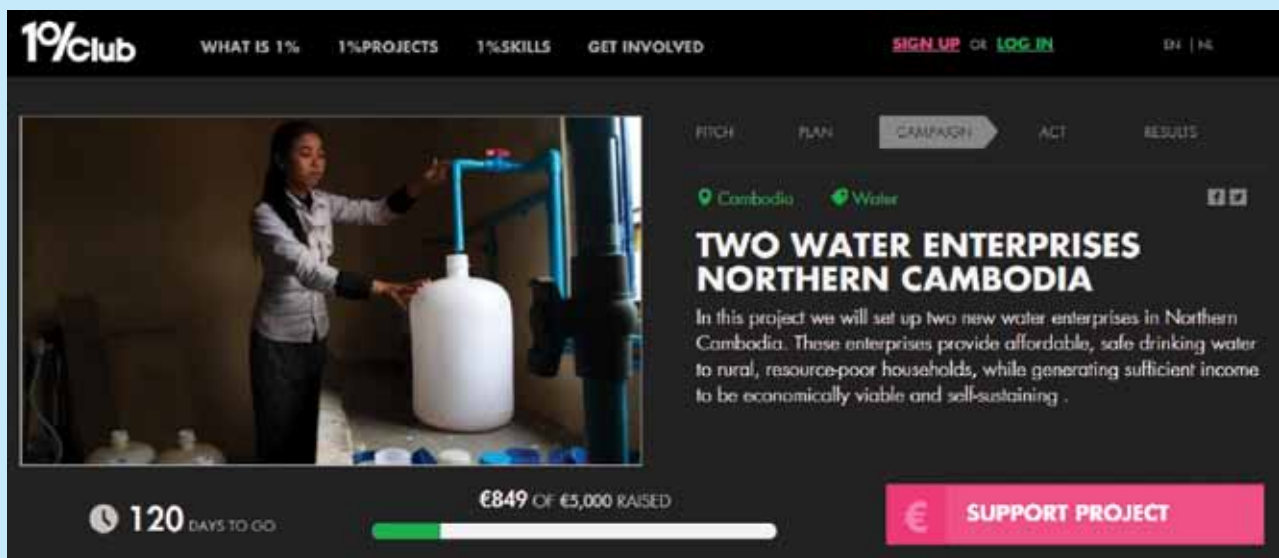
## Strategy 1.2 Generating direct donations

Numerous intermediate organizations have sprung up which developed innovative approaches to connect individual donors with projects to be funded while applying standards for quality control and increased transparency. You can go ONLINE or ON SITE - your NGO could also think of street plays, skits, puppet shows, enactments or films to reach a wider public and ask for direct donations.

### A Build an attractive & interactive website for your audience

**Good Practice 1: The 1% Club (the Netherlands)** The founders of this non-profit organization aim that the world should be a more equal place. For that reason, they stimulate individuals to give a small donation. To make this happen, they use a very visual website.

*“Through the website you can choose yourself which projects you want to support, so you know exactly where your 1% is going. The website combines Web 2.0 elements with the rise of people and organizations who want to contribute to development cooperation, and is therefore really in itself a form of International Cooperation 2.0”*



This website makes it for individuals very easy to see what kind of project they can support and the amount of money is still needed to make this project happen. Due to our visual website, it is not difficult to convince people to support us. Overhead costs are very low (The 1%CLUB calculates a service fee of 1% per donation from individuals and 5% from businesses. The rest goes directly to the projects. Sponsors and grants further cover 1%CLUB's own costs)



Transparency & accountability: insight into project results. Individuals can track results of the project they support, as the project shows pictures and results on the website. This transparency is key in attracting donors, but it also stimulates them to become a repeater: support a project next time” <http://www.1procentclub.nl/>

- ! Budget to design website
- ! Expertise & time to maintain website
- ! Having strong accountability systems in place and creating transparency to retain the trust of the public

## B Make donations personally

Make sure individuals can make a clear contribution, like sponsoring a specific product (cow) or service (nurse). This creates feelings that individuals can make a change in the world, rather than supporting general projects.

**Good Practice 2: Plan International (UK)** offers individuals the choice to sponsor a child (their main focus). *“We learned that individuals are more willing to give more money if people can connect to what they give. We also diversified ‘beyond children’: together with the country teams, we identify products, such as training for nurses and sponsoring cows for communities or donate for a disaster.*



*Donations rapidly increased when we started to sell ‘products’ online”.*  
<http://www.plan-uk.org/donate/>

### Support a training for nurses



## C Motivate donors to sponsor a specific theme

If individuals feel more connected to a theme they are usually more willing to donate. Hence, also recognition that the organization stands for a certain thematic area and has the necessary specialized experiences is key.

**Good Practice 3: Hivos** is a Dutch development organization that fights poverty, discrimination and oppression in developing countries.

**For raising support, they use a theme as their unique selling point.** To gain support for the thematic area ‘discrimination’, they raise awareness among Dutch citizens – but also in particular, a specific target group: gays and lesbians. For instance during the “pink” festivals they ask attention for the problems around gay and lesbians in developing countries. They explain about their work and ask individuals to support their projects. Hivos also collaborates with organizations that want to be involved in planning and implementation of projects in this working field, like the foundation Pann. There are also individual initiatives that support this theme, e.g. during weddings or sport events. Hivos is distinguishing them by clearly showing their mission and thematic working areas.



They understand that a specific working area (a niche) can make the organization more competitive. This has increased donations last years.  
<http://www.hivos.nl/eng/About-Hivos/Focus/Hivos-and-LGBT>

## Strategy 1.3 Keeping relations with your supporters

To maintain your support base, it is important to keep close relations with your supporters. Newsletters are a tool to keep your current supporters updated about your organization's work, the events or trainings you organize, but also to facilitate feedback and sharing of opinions about certain thematic areas. Sharing of annual reports also contributes to keep our relations strong. Images can be very helpful to translate your messages to the public. Last years, more and more INGOs work with professionals to develop a photo database.

### A Newsletters

**Good Practice 1: COS Gelderland**, the Center for International Cooperation, is an independent regional project and consulting firm specializing in information and education on global issues. They manage several projects in the region, ranging from fair trade events to trainings on CSR practices. They are sponsored by the provincial government and NCDO, but also by individuals (donations through events and attending trainings).



*"We keep in touch with their support partners by sending regularly a newsletter about projects COS sponsors, events, interviews with experts, but also about trainings and space for donations. This newsletter is very visual and gains a lot of attraction: responses are very high towards the newsletter, stimulate commitment towards COS".*

### B Publish annual report and audits on the website

**Good Practice 2:** the organization **Peace Corps** promotes world peace and friendship. On their website the organization is very transparent about their performances each year: annual reports (performance and accountability reports) can be downloaded.

The screenshot shows the Peace Corps website. At the top left is the Peace Corps logo. The main header reads 'Peace Corps' with 'About Us' in the top right. Below the header is a landscape image with haystacks. A navigation menu on the left includes: About Us, Mission, Fast Facts, History, 50th Anniversary, and Leadership. The 'Documents' section is highlighted, listing 'Annual Report (Performance and Accountability Report)' with links for FY 2012, FY 2011, FY 2010, FY 2009, and FY 2008, each with a note '(508 compliant PDF)'.



They also publish many other documents, such as impact studies, sustainability and volunteer safety. *"Due to our transparency, our support actors have gained a lot of trust in our organization"*



## Strategy 1.4 Mobilizing public support for your cause

The following tools are used by NGOs to convince a wider audience of the importance of the work they are doing, share their values & get support for a cause such as videos, blogs, petitions, SMS campaigns and events.

### A Use videos to raise awareness

**Good practice 1:** The Audio/Video edition of **NGO in a Box** is a toolkit that lowers the entry level for NGOs, non profits and media activists wanting to use audio and video for social change. It is a collection of Free and Open Source Software (FOSS) tools, documentation and tutorials that introduce you to the world of FOSS and the low cost technology that is transforming the balance of forces in the realm of media production. <http://audiovideo.ngoinabox.org/>

The producers of this site, the Tactical Technology Collective, also offers other toolkits introducing the innovative use of information and mobile technology (mobile advocacy strategies, using maps for advocacy, visualizing information for advocacy, getting more creative in communication, outreach and advocacy and protecting yourself against digital security threats). [www.tacticaltech.org](http://www.tacticaltech.org)



Keep people connected to your development work and free promotion of your organization's work: general public share the videos with their friends & family

### B Use blogs to raise awareness



**Good practice 2:** People like to write stories –this opportunity is used by **Oxfam America**. Blogs are linked to their website so that others can read information and opinions about their development work. Oxfam's support base increased over the years. <http://www.oxfamamerica.org/>

### C Use online petitions to lobby

In recent years, internet petitions have become a new way of campaigning. This can be set up either through your website, special petition websites or through an e-mail campaign. It is a way to reach a wider audience by using the power of the crowd and to get support for what you want to share.

**Good practice 3:** When monks and pro-democracy protesters filled the streets of Rangoon in October 2007, **Avaaz** members rose in support worldwide. More than 800,000 members from every country on earth signed a petition urging China and the UN Security Council to oppose the violent crackdown by the Burmese Junta and open peace talks. Avaaz publicly delivered the message to UK Prime Minister Gordon Brown, pressed officials from China, Singapore and the EU for stronger positions, and formed a 50,000 person boycott against Chevron and Total Oil for doing business with the regime.



#### Support received:

- ✓ Mobilize a wide audience to support your cause
- ✓ Get a attention for an important topic from the government
- ✓ Have a strong bargaining position to support your advocacy objectives

<http://www.avaaz.org/en/highlights.php>



**Good practice 4:** Under <http://www.change.org> **everybody can start an online petition** for a specific purpose and spread the link through personal networks and social media. Additional tips are provided how to make most strategic use of online petitions, e.g. how to motivate others to be involved in your campaign, how to get the news to the media and how to design an overall campaign around the online petition, including delivering the results of the petition personally to the relevant decision-makers.



- ! Using the right language is essential for the success of your campaign: it needs to be clear, easily understood and contain a clear demand for action**
- ! Be careful in basing your petition on reliable evidence and facts. Don't make unfounded allegations of individuals. This can easily fire back.**

## D Use SMS Campaigns to lobby

**Good practice 5: Women of Uganda Network (WOUGNET)** uses Face book and Twitter to share information and mobilize people for activities. WOUGNET has organized several SMS campaigns to raise awareness on different issues, such as the 16 Days of Activism against Violence Against Women. Based on this experience, WOUGNET has also promoted the use of mobile phones (SMS) for lobby activities. **Their results: more awareness among the general public and a loyal support base of individuals.**



**UNICEF** is using mobile phones and broadcast media to get direct feedback from Ugandans on everything from medication access to water sanitation. The project, called **uReport**, allows users to sign up via a toll-free short code for regular SMS-based polls and messages. Citizen responses are used both in weekly radio talk shows to create discussion on community issues, and shared among UNICEF and other aid organizations to provide a better picture of how services work across Uganda. UNICEF partnered with local organizations that work with children and youth which has been key to the growth and high response rate of report <http://mobileactive.org/case-studies/ureport-getting-direct-feedback-uganda>

## E Events to raise public awareness

**Good practice 5: Vote (Voice from the East)** is a social campaign promoting peace, non-violence, prosperity, environment conservation and democracy for the Eastern part of Indonesia. Indonesian artists in collaboration with humanity or environmental organizations such as Kontras, Migrant Care, and Greenpeace organize cultural events.



VOTE cultural concert was organized in Yogyakarta on April 14, 2012. Yogyakarta was strategically chosen because it is one of the cultural centers in Indonesia. The concert was opened by a cultural parade to show the public the beauty of Eastern Indonesia's culture and was followed by a colossal concert featuring famous musicians from various music genres and cultural figures.



This event was gained support from national and international human rights figures such as Sri Sultan Hamengku Buwono X. Kontras, one of organizers, aimed that the event and its strong messages would create public awareness of VOTE's social campaign and raise funds.

### Strategy 1.5 Peer-to-Peer Fundraising

Peer-to-peer fundraising is a process of empowering individuals and groups to raise funds on your behalf by assisting them to communicate with and solicit prospective donors from their own networks and communities ("turn donors into fundraisers"). Its main characteristics are that it is personal, interactive and inexpensive.

**Good practice 1: Face book – GoFundMe** is a do-it-yourself online fundraising service that links individuals and NGOs with fundraising tools. It is easy to design website templates, get access to online payment services and built in links to social networking sites. With this tool, people can raise online donations for the fundraising ideas that matter to them most.

*"After building the fundraising website, we were able to post online updates about the initiative's financial progress to individual donors as well as raise awareness of the violence against women epidemic in West Papua. The website enabled our fundraising initiative to be transparent to potential donors, as well as educate an international donor base on the situation of women's rights in West Papua."* Association for Women's Rights in Development's (AWID), Papua



<http://www.gofundme.com/ecqe4>

### Good practice 2: World Wildlife Federation



stimulates their current support partners to raise funds among friends and other networks. The Panda pages provide the tools to create a personalized website for fundraising. Support (money) & build a strong relation with your current support.



**Good practice 3:** Led by the creative sector the internet is also increasingly used to pitch directly for support for specific initiatives and projects and this way turns access to funding into a more transparent and democratic process. An interesting example is **Kickstarter** ([www.kickstarter.com](http://www.kickstarter.com)) where creative projects can be realized that otherwise would not find any funding.



#### Results

- ✓ Activating others for your cause
- ✓ Building strong emotional relationships
- ✓ Creating a community
- ✓ Inexpensive way of fund raising

## Strategy 1.6 Selling products

### A Product sales

Organizations sell products, ranging from food up to handicrafts- in shops, merchandising or online. Individuals and companies can buy these products to 'do good'. A percentage of the sales will sponsor a project, NGO or fair-trade linkages.

**Good practice 1: Wereldwinkels ("World shops")**, is an initiative in the Netherlands that sells fair-trade products (food and handicrafts – including presents) in 400 shops around the country and an online shop.



"Since the opening of our first shop where citizens could buy 'fairer products', rapidly more shops were opened. Mainly because Dutch citizens were now able to buy products that could not be bought before so easily. Slowly fair products were sold in supermarkets to reach a wider target group. Currently also companies buy our products as presents or Christmas gifts."



Photo: Toto Camba

**Good practice 2: UNICEF** has products for merchandising: e.g. individuals can buy a nice designed steel water bottle or other products from the online shop or from volunteers directly. UNICEF also promotes that you buy presents.



**Make it easy for the public to 'do good'** (just buy a product, either for yourself or as a present): this concept has generated a lot of revenues, but also promotion for UNICEF!

## B Generate income through SMS



**Good practice 3:** Individuals sponsor a project by sending a text message. This will cost them between 0.5 cents and 1 euro. *Text 78787 and receive updates about projects to sponsor a project.* **UNICEF**

## C Operate Business Units

**Good practice 4: Maha Bhoga Marga Foundation** stands for community empowerment and health. The name literally means 'a way to abundant prosperity'. To support the organizational cost and sustain its community services, the organization runs a professional business: a guesthouse, micro banking, animal husbandry, furniture and crafts.



The business plan and the operating business units are based on MBM's ethics and social values. Organizational structures and personnel are changed every four years and capacity building of staff is in line with development of the organization. Churches and their networks are the main markets of both products and service. Revenues from the business unit contributes to 57% of the organizational costs



# Maha Bhoga Marga Foundation

*A Community Empowerment Organization*

 English Version

[BERANDA](#) [TENTANG KAMI](#) [HUBUNGI KAMI](#) [PEMBERDAYAAN EKONOMI](#) [PELAYANAN KESEHATAN](#) [PENGUATAN INSTITUSI](#)

MITRA KERJA



**ACCOMODATION & TRAINING CENTRE**

## 2. Match-making strategies with the government

Having relations with the government (national or sub-national) is for many NGOs important in order to influence the framework conditions that affect the issues and problems they are working on. An NGO cannot achieve its vision for a better society on its own. Community needs are too numerous and society's problems are too complex. Your NGO needs to work with the (local) government to accomplish your goals. Though, also governments need NGOs to accomplish their missions. Because NGOs often have very deep relationships in the communities they serve, NGOs can reach people governments cannot. With the ability to operate with high levels of flexibility and creativity, NGOs can fill gaps where governments have difficulty reaching.



**Win-win Relationships:** Many NGOs need to build relationships with the local government to accomplish their mission. NGOs can cooperate with governments in providing outreach, education or services, develop solutions to community needs, run joint projects, or carry out public awareness campaigns. At times, the relationships may be confrontational; at other times they may be cooperative. Cooperating with governments is also partly ambiguous for NGOs and entails challenges as they largely are concerned to retain their independence and avoid any perceptions or image of political affiliation.

Building a cooperative relationship with the government takes time. You need to find allies — people in the government who have influence and share your values, vision and goals. Then you need to work to build trust with them. NGOs must think carefully and strategically about their relationships with government officials. NGOs need to maintain balance and perspective so you can speak up when the government does not do its job. When an NGO monitors government, it watches and documents its practices to bring attention to problems and identify solutions and might lead to the recommendation of a new law or policy.



**Recognition and Accountability:** In order to make your organization and work known among government officials network (meet with them, invite them to launch of a project) and share information on what you are doing.

To be accountable and trust worthy, NGOs must ensure that the staff and volunteers who carry out the monitoring are knowledgeable, well trained and impartial.



**Resources and Support mobilized:** through partnerships NGOs can get access to new resources, including funding and in-kind support as well as information, expertise and skills. When an NGO is just starting, it might find rent-free space for its activities through relationships a local government office, receives permits and licenses to do it work.

### Strategies and good practices

NGOs have come up with different strategies to build, strengthen and keep relations with the government in support of their organizations vision and mission:

- Strategy 2.1 Get your NGO on the radar of the government
- Strategy 2.2 Sharing what you do
- Strategy 2.3 Working together on government programs
- Strategy 2.4 Providing input for policy debates

## Strategy 2.1 Get your NGO on the radar of the government

In many cases, the government institutions do not know about NGOs existence or do not have sufficient knowledge of the work NGOs do. In order to be recognized by the government, NGOs have come up with a number of initiatives:

- **Networking:** attend meetings, promote yourself and the work you do
- **Share information** on what your organization is doing: keep the government updated about work by sending information (annual reports, brochures), inviting them for events (launch of start of project) or invite them for a project evaluation

**Good practice 1: Volunteer Service Overseas (VSO)** is the world's leading independent international development organization that works through volunteers. VSO supports disadvantaged communities by bringing their stories and experience to the attention of the public and decision-makers worldwide.

The Ministry of Manpower (Indonesia) asked **VSO** whether they could join the program evaluation in February 2012. Even though VSO had to cover costs for the officials, the results were very positive. As government officials could see the impacts of the VSO program, the officials became more convinced of the positive role of NGOs. **This strengthened the relationship with the government, which might lead to other benefits (e.g. government can arrange work permits a bit faster and assist in a good working environment).**



**Good practice 2: Plan International** works in 50 developing countries to promote child rights and lift millions of children out of poverty.



Plan (Indonesia) has strongly collaborated with the local government in Flores in order to create an enabling environment for their work in education. They planned time to build up a relation and kept the government updated about the work they did by sending their annual report and project materials. Also they invited the officials for important events, such as the launch of a new project.

### Results



- ✓ Recognition of NGO's work
- ✓ Organizational support (licenses, work permits, approvals) to the activities that are locally implemented
- ✓ Local governments awareness of projects' impacts
- ✓ Government officials feel proud when being involved: stronger relation

**! Frequent rotation of government staff poses a serious challenge to efforts to invest in lasting good relationships with the government.**

**! There are partly still negative stereotypes that government officials associate with local NGOs, in particular seeing NGOs as opposition that mainly look for 'mistakes' the government makes**



## Strategy 2.2 Sharing what you do

For some topics there is not much attention from the government. In order to raise awareness of these topics (or themes), NGOs have come up with a number of initiatives:

- Provide information about ‘hot topic’ through your network/target communities
- Use a national or international event to make yourself known

**Good practice 1:** *“The local government knows about us, because we were providing information about certain topics on how to prevent trafficking through our network of target communities. This made the local government more aware that these are constraints for women. As a result, government included this topic on their policy agenda. Also before the authorities were overlooking the ‘unregistered’ status, because they only saw the humanitarian value of our work. After being recognized, we could become a member of the Anti-Trafficking network” (women organization, Thailand).*



- ✓ Development issue on agenda of government
- ✓ Getting policy support
- ✓ Strengthening relationship
- ✓ Recognition and registration of NGO

**Good practice 2: CSOs in Pakistan** have capitalized on the International Youth Day to get key policymakers to support their campaign for a new youth policy



## Strategy 2.3 Working together on government programs

NGOs indicate that support from governments should be beyond projects only. **Jointly work on social projects** to improve public services, or **advise or train** government officials to further disseminate proven approaches through integration in the government system. Training also contributes to the transformation of values and turning individual officials into supporters of the organization.

**Good practice 1:** In 2009, **Aksara** was requested by Women Empowerment Office of Jogjakarta Special Province to facilitate series of training on gender mainstreaming into local planning and budgeting. This training equipped budget planner with knowledge and skills on doing gender analysis and how to integrate this in annual planning and budgeting processes.



Aksara used a simple methodology but is systematically addressing the needs of vulnerable groups, and made local government accept and adopt to improve the quality of public services. **Based on those experiences, Aksara is known as main reference on gender responsive planning and budgeting** across districts in Indonesia, and all described **consultancy works were financed by local government budget**. Currently, based on gender analysis, several improvements are taken by local government, such as a special desk and services for people with disabilities in Jogjakarta Library Office and mental health services for youth in Grhasia Hospital.

**Good practice 2: Plan International** collaborated with the local government in Flores in an education project. **Trust and ownership was essential in this process**. From the beginning onwards Plan clearly explained their intention, their work approach and how their projects link up with national level policies. They assisted the local government to become facilitators of organizing trainers-of-trainers for teachers in primary schools'. After being involved and working together, government officials became more pro-active and welcomed their work. This ownership and involvement of the officials as facilitators also contributed to the sustainability of project **as the local government decided to make more financial resources available** to specific educational activities.



**Results:**

- ✓ Officials recognize professionalism of NGOs
- ✓ Services (consultancy/ training) are asked again
- ✓ Government officials become more pro-active and make budget available to continue projects
- ✓ Public services improvements



- ! **Creating trust cost time and effort**
- ! **Explain your approach very clearly from the beginning. Using a clear language and their language is important.**
- ! **Show that your organizations' work is important. Show local government that your project is link with national policies.**

## Strategy 2.4 Providing input for policy debates

Out of community work usually emerge insights into more structural and systemic conditions which need to be influenced via policy change. NGOs have different approaches to influence policy debates:

- ✓ Becoming resource person during policy development processes
- ✓ Expert contributions to the writing of academic drafts of new regulations
- ✓ Participate in Think tanks (or policy research institutes) that can provide policy advice and evidence from the field to advocate for changes in the regulatory framework.
- ✓ Convening public consultations with communities affected by government policies and forwarding the results to the government

**Good practice 1: Proshika** is a large well-known NGO in Bangladesh. It has been operating since 1976 particularly in the areas of micro-credit and education.

In 1994, Proshika established the Institute for Policy Analysis and Advocacy (IDPAA) in order to 'balance its micro-level interventions with efforts to challenge macro-level policy constraints on poverty reduction'.



IDPAA has undertaken a range of issues and **'helped place Proshika at the forefront of NGO and civil society activism in Bangladesh during the past five years.** A key challenge going forward is to link the think tank work with Proshika's massive grassroots network'. [www.proshika.org.bd](http://www.proshika.org.bd)

### 3. Match-making strategies with the private sector

Nowadays, there are increasing opportunities for collaboration between NGOs and businesses. Businesses worldwide acknowledge the responsibility they have in society and generally look for opportunities how to realize that goal. Research in different countries shows that the majority of consumers expect socially responsible engagement of corporations and would be ready to stop buying products from those companies who do not act responsibly.



**Win-win Relationships:** businesses and NGOs can work intensively together such as designing and carrying out a joint project, organizing an advocacy campaign or businesses can provide solely resources. NGOs also more and more explore the involvement of private sector players into multi-stakeholder initiatives to achieve larger-scale policy and advocacy objectives.

However, in developing a long-term partnership, it is crucial that a business and NGO offer services in return. NGOs should not be a receiver only, but be concrete and innovative in what they can offer businesses. Also the relationship should be coordinated. It does mean you talk and decide what you will do individually and what you will do jointly, having clear roles and responsibilities, clear communication and transparency and talk same pace.



**Recognition and Accountability:** To connect to businesses, NGOs should be pro-active meeting their potential support partners. NGOs can make phone calls, send brochures about their work and make appointments, organize events, **network, network and network** (attending meetings, go to business fairs) or get your NGO introduced through others. At an (informational) meeting, members from your NGO and another can share information about each other's vision, mission and values. It is an opportunity to identify shared goals and explore whether you might have opportunities to work together. Sometimes, an informational meeting results in concrete ideas about coordination or collaboration. Other times, you may simply agree to stay in communication.

NGOs also realize that they have to be selective in cooperating with the companies and apply clear standards in order not to lose their credibility and legitimacy among their constituencies or within their networks. On both sides there are still reservations that need to be overcome in order to explore the potentials for cooperation. For that reason: be transparent about your management and expenditures (bring annual and financial reports to meetings).



**Resources and Support mobilized:** Businesses can support you by donating resources (in kind or financial) or making time available for their employees. Employees either can share their know-how or they can become a volunteer for project work. Businesses can also support your cause by joining an advocacy campaign.

#### Strategies and good practices

NGOs have come up with different strategies to collaborate with the private sector.

- Strategy 3.1 Meeting businesses
- Strategy 3.2 Offering different ways of cooperation
- Strategy 3.3 Keeping a two-way partnership
- Strategy 3.4 Stimulating alternative donations
- Strategy 3.5 Establishing Social Businesses

## Strategy 3.1 Meeting businesses

It is not always easy to connect with the private sector. For that reason, NGOs have come up with different strategies to meet the 'right' businesses:

- NGOs make phone calls, send brochures about their work and make appointments
- NGOs organize events such as symposium or project launch and invite businesses
- Networking (business fairs, network meetings)
- Get themselves introduced through others

**Good practice 1: MADE-BY** is a European not-for-profit organization with a mission to improve environmental and social conditions in the fashion industry.

A symposium on sustainable options in wet processing was held, which created a forum for brands to connect with experts in the field, hear inspiring case studies and learn about sustainable alternatives. People that attended were Technical Product Managers & Corporate Responsibility Managers. This symposium made stakeholders aware that MadeBy is a professional organization which can support businesses to become more corporate social. The symposium brought new partnerships and assignments for Made-By. <http://www.made-by.org/event/made-symposium-sustainable-wet-processing-0>



### Results:

- ✓ Businesses learn about NGO existence
- ✓ Partnerships created
- ✓ Requests for consultancies

**Good practice 2:** The **Plan International head office** in the UK screens potential businesses for partnerships. Plan does not want to work with tobacco and alcohol companies or having child labor. E.g. last year a mining company was rejected because they had child labor involved. The companies approach Plan directly or through country offices. **Screen your potential support partners: do they match with your organization?**

How does Plan find potential support partners?

- Invite businesses to attend events e.g. project launch or awareness raising event
- Attend network events (business meetings)
- Go to fairs and **network, network, network**
- Approach businesses by email, phone or personal visit
- Sending a letter & organisational profile to business with a **specific request**
  - Make your connection through others



**Results: recognition of our work and new relations are build**

## Strategy 3.2 Offering different ways of cooperation

Not all businesses have the same approach towards community support. For that reason, it is essential that NGOs are responsive towards businesses and the type of support they potentially can give and are willing to give: offer different (creative) ways for supporting you.

**Good practice 1:** In 2002, the **Global Fund to Fight AIDS, Tuberculosis and Malaria** was created to provide the critical infusion of resources needed to turn the tide on the diseases. As of March 2010, the Global Fund had approved US\$ 19.3 billion worth of grants to programs in 144 low- and middle-income countries.



Effective partnerships with the private sector that help the Global Fund and the programs it supports around the world to achieve results are part of the reason for the Global Fund's success. The private sector can play a significant role in filling gaps in governance, implementation, advocacy and procurement.



*"We understand that each business wants to be 'social responsible' in a different way. Each time, we will find the suitable way for them. This makes it interesting to work with them and keep strong relations."*

Currently, there are four key ways for businesses to partner with the Global Fund. This motivates businesses:

- ✓ Making monetary or in-kind donations
- ✓ Supporting implementation of projects (expertise of businesses)
- ✓ Providing commercial goods and services on a socially responsible basis
- ✓ Serving as a public advocate and contributor to good governance

## Strategy 3.3 Keeping a two-way partnership

In developing a partnership with businesses, it is crucial that businesses and NGOs offer services in return. Currently, NGOs have become more innovative in what they can offer businesses. NGOs are careful in their choice to cooperate with large companies out of fear that their values might be compromised, their image, or – worse – their **credibility damaged**. CSR or donations to social purposes are feared to be mainly used for 'whitewashing' purposes. Sometimes, however, there might also be some risk-taking involved in cooperating with the private sector, as a real 'transformation of values' might only happen along the way of the partnership.



**Good practice 1:** "VSO-UK collaborates intensively with Randstad, a human resources placement agency. As part of Randstad's CSR budget, they finance staff members to join the VSO program and work as volunteers abroad for a limited period. VSO in return looks for appropriate organizations and manages the program. The company pays VSO for 'being the broker'. This equal relation has been very beneficial.

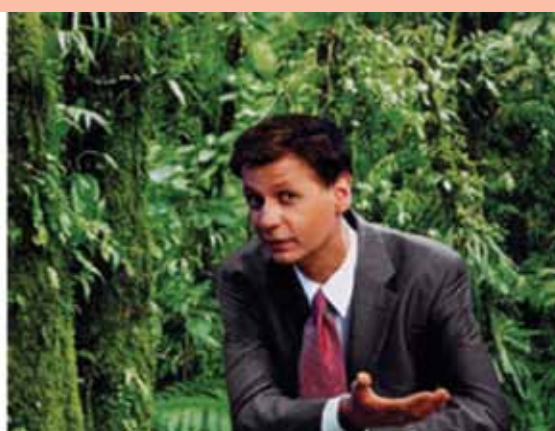
The company pays VSO for 'being the broker'. This equal relation has been very beneficial.

### Results:

- ✓ Equal and enduring relationship (not a one-off donation)
- ✓ Becoming more flexible and adaptive as an organization

**Good practice 2:** The German brewery **Krombacher** and the **WWF** started their cooperation in 2002 in protecting rainforest areas in Central Africa. Over the years, **Krombacher supported the work of WWF with more than 6 Million Euros.** The initial marketing campaign Krombacher had designed to capitalize on the image boost was called “boozing for the rainforest” and promised to save one square meter of rainforest for every crate of beer sold. The cooperation, however, didn’t have any impact on the overall business operations of the company itself. Hence, the initiative was largely seen as a typical image campaign of ‘green-washing’. Subsequently, the company was bombarded with inquiries from the public what the company itself actually did for the environment. Initially they didn’t have any answers.....

Today, **Krombacher has changed from non-returnable to deposit bottles, systematically reduced their use of water and electricity, uses green electricity** and established a sustainability advisory board. Krombacher, has in the meantime committed itself to a 30-year cooperation with WWF for the rehabilitation of the Sebangau National Park in Kalimantan.



**Results:**

- ✓ Transfer your organization’s values to businesses
- ✓ Build a long term relation
- ✓ Receive financial support

! **Think businesslike: respond quickly, work same pace, talk same frequency**

! **Be aware that companies are more critical and doubt project’ results and want to know exactly how money is spend**

## Strategy 3.4 Stimulating alternative donations

Partnerships with businesses can be found with business that directly provide regular donations to a 'good cause', like wages, donations, staff time available for social interventions.

### A % of employers wages used 'for doing good'

**Good practice 1: Fundraising foundations such as United Way or United Arts** have developed approaches to offer company employees to donate a small percentage from their wages to a 'good cause'. This amount would immediately be deducted from the payroll, collected and forwarded to the fundraising agency.



#### Results:

- ✓ Transmitting values (of social responsibilities) to private sector employees
- ✓ Overhead cost partly covered

### B % of sales and products donated by company

**Good practice 2: Telecom Italia Mobile (TIM) Pony della Solidarietà** – The Solidarity Pony is a project to bring relief to elderly people during the holiday months of July and August, when the cities become deserted. TIM provides funding based on telecommunication exchange (5 cents are donated for each call) for the volunteers helping the elderly with the home delivery of medicine and other shopping items, handling bureaucratic tasks or simply keeping them company. The project is a partnership with non-profit volunteer associations chosen from seven municipal districts of Italy. The associations provide information and advice and are the first point of contact for the people. TIM organized and initiated the campaign, organized the activities, the promotion in the press, and is responsible for the project's follow-up.



### C Embedded Giving

**Good practice 3:** The principle of 'embedded giving' is to include a donation – either in cash or kind – into a financial transaction + raising awareness. This can take the form of buying one item and automatically donating the second item for a good cause or having the possibility to voluntarily increase the final price with the margin going as a donation to a good cause.

- ❖ **“Deutschland runded auf”** (“Germany is rounding up”), a non-profit organization that developed partnerships with a number of large retailers where the customer can decide at the time of paying to round up the price and donate the margin to a social fund. A board selects regularly social projects against strict criteria that are being funded, the mechanisms and results published online.



- ❖ **Elefunds** ([www.elefunds.de](http://www.elefunds.de)): Online shoe store that also has a voluntary rounding up option. Margins are donated to larger international NGOs, like Medecin sans Frontiers, Foodwatch, etc.
- ❖ **Tom's shoes** ([www.toms.com](http://www.toms.com)): Online shoe store that donates a pair of shoes for every pair bought.



## Strategy 3.5 Establishing a sustainable business model

Nowadays more NGOs prefer to have a business model that does not depend on fundraising, but can generate profit. Increasingly, more NGOs change their status as 'social enterprise', which means changing their legislative status as well.

**Good practice 1: Text To Change (TTC)** is a NGO that sets up interactive SMS applications with the purpose to communicate lifesaving information to people via their mobile phones in a large scale. The projects target different development issues and are implemented in partnership with the public and private sector – such as other NGOs, companies, government institutes - in African and South American countries. Their programs addresses majority health issues, but also economic development, education and accountability issues, and issues related to changing behavior, campaigns to improve school quality and reduced teacher absenteeism. Operational activities are:

- Reminders: The SMS system messages to patients reminding them of clinic appointments and to take their medicines.
- Quizzes: multiple choice questionnaires designed to increase knowledge and change behavior regarding the specific subject of the program.
- Data collection: all the information received from the participants – such as demographic info, the answers to the questionnaire of the program or survey – are organized in a database, analyzed and reported to responsible bodies to help shaping a more accurate picture of that community situation.

**TTC has a sustainable business model**, so it does not depend on fundraising, but it can generate profit. Other organizations - **public and private - hire their services**. TTC has a wide range of experience in conceptualizing, managing and analyzing mobile phone-based programs. The organization has developed a flexible and easily scalable mobile platform with state-of-the-art tools and techniques that send out and receive text messages, MMS, voice and data. **TTC has also developed strong relationships in the countries where they operate with various players in the mobile industry**. As a result, TTC is able to deliver a full range of solutions as our partners require, from database and software development, to data analyses, interpretation, data visualization and reporting.

<http://www.texttochange.org/>



### Results

- ✓ Payments from private and sector institutions for expertise in mobile phone-based programs
- ✓ Services valued by government institutions
- ✓ Strong relationship with businesses in the mobile industry in various countries
- ✓ Target group reached

**Good practice 2: Grameen Danone Foods Ltd.** was founded in 2006 in order to fight malnutrition. The joint venture produces a yoghurt enriched with crucial nutrients at a price of 6 BDT (= 0.06 EUR) which even the poorest can afford. However, **Grameen Danone Foods affects people's lives not only by improving their health. Benefits exist along the whole value chain**. The milk for the yoghurt is purchased from micro-farmers. The production is designed in such a way as to give as many people as possible a job. Sales ladies distribute the yoghurt door-to-door and receive a 10% provision. Unsold yoghurts are taken back.



In total, Grameen Danone Foods is responsible for the creation of about 1,600 jobs within a 30km radius around the plant. There is also an environmental aspect: Solar energy is used for heating up the water which is used for cleaning the installation and preheating water for the main boilers. In addition the packaging of the yoghurt is fully biodegradable. <http://www.danone.com/en/what-s-new/focus-4.html>

## What is a social business?

**A social business** is a non-loss, Non-dividend Company designed to address a social objective within the highly regulated marketplace of today. It is distinct from a non-profit because the business should seek to generate a modest profit but this will be used to expand the company's reach, improve the product or service or in other ways to subsidize the social mission. The main characteristics of a social business as defined by Muhammad Yunus, who first coined this term are:

- Business objective will be to overcome poverty, or one or more social problems (such as education, health, technology access, environmental problem, discrimination of specific social groups) which threaten people and society; not profit maximization
- Financial and economic sustainability
- Investors get back their investment amount only; no dividend is given beyond investment money
- When investment amount is paid back, company profit stays with the company for expansion and improvement
- Environmentally conscious
- Workforce gets market wage with better working conditions
- Do it with joy!

## 4. Match-making strategies with other NGOs

NGOs have always acknowledged the need to build relationships with other similar organizations in order to achieve bigger impacts.



**Win-win Relationships:** working together takes different forms, ranging from informal and casual to formal and structured. You can have relationships where you talk to each other regularly to share information, ideas and experiences. You can also have highly organized, collaborative relationships where you design projects, raise money and run the projects together. In short, partnerships, especially with recognized INGOs can be an important vehicle for young NGOs to build visibility and capacity.

However, NGO collaboration is also not free of conflicts and challenges caused, by different sets of values and work approaches, competition over scarce resources or the difficulties arising from attribution of achievements and successes from collaborative initiatives. Also building relationships with international NGOs can be challenging for local NGOs. The international NGOs, with their size, resources and visibility, often dictate agendas. But they also need small NGOs. International NGOs do not have your detailed knowledge of local issues and your relationships with local stakeholders.



**Recognition and Accountability:** While collaboration can be very effective, there is also a need for NGOs to distinguish themselves from others and to retain specific 'unique selling point'. Especially during meetings, network events or even in the online space you should be able to differentiate your organization. Create a Map of NGOs: As you become familiar with your environment, get to know the other NGOs that work in your community or on your issue. Draw a map of your community and mark the locations of other NGOs. Identify what they do and the type of relationships you would like to build with them. This exercise will highlight knowledge gaps that you need to fill.



**Resources and Support mobilized:** Partnerships with other NGOs might allow you to reach new target populations with your public education messages and broaden your support base. There are highly diverse forms of resources possible if you collaborate with NGOs such as sharing of knowledge and information, pursuing joint advocacy objectives and sharing of resources.

### Strategies and good practices

NGOs came up with the following strategies:

- Strategy 4.1 Meeting other (I)NGOs
- Strategy 4.2 Working together on fundraising
- Strategy 4.3 Sharing information and knowledge
- Strategy 4.4 Connecting with NGOs for joint advocacy
- Strategy 4.5 Establishing new institutions together

## Strategy 4.1 Meeting other (I)NGOs

In development cooperation you are not alone. Attend meetings to meet international and national NGOs & enlarge your network.

**Good practice 1:** Representatives from **Plan Indonesia** attended many meeting and as a result they are recognised by actors part of the OCHA network. Besides participating in international networks, they also participate in local networks to meet possible partners. **Plan desires to see more local NGOs participating in national and international meetings.** They are always looking for new partnerships, especially in certain thematic areas. Though it is important to be pro-active: talk to people and look for people who might be interesting to collaborate with.



### Results

- ✓ Enlarge networks
- ✓ Being recognised as actor in a network: improved reputation
- ✓ Being asked for joining projects / consultancy work / becoming a resource person



**! Be very pro active in meetings – there is competition. Talk to people & see with whom you might collaborate in the future**

**! Participate in International networks and national networks. In both it is important to know people.**

## Strategy 4.2 Working together on fundraising

NGOs also obtain funds through grants and tender schemes. One organization alone might not always the eligibility criteria to apply for funding and have the capacity to write a proposal. For that reason, NGOs link up!

**Good practice 1: Rights 4 Change** is a new initiative in which several experts on human rights work together. The mission of Rights4Change is captured in its name: we want to achieve change by using human rights. "Rights 4 Change on its own could not apply for a lot of funding schemes. For that reason we joined other NGOs to submit a proposal. This made it possible for us to obtain funds. Also the changes we can trigger are larger, because we combine our capacities and thematic working areas." <http://www.rights4change.org/>



### Results

- ✓ Increases chances to obtain funding because of pooling of capacities and resources
- ✓ Strengthens relation
- ✓ Networking

! Joint fund raising is very time consuming

! Be aware of different work approaches and managing system

## Strategy 4.3 Sharing information and knowledge

**Online forums, formal networks, mailing-lists, face-to-face meetings or round-tables** are ways to communicate with other organizations to share information and knowledge and make successes or failures known. All of these initiatives generally benefit everybody who takes part in it.

**Good practice 1:** "Our membership organization, **TNRF Tanzania**, represents members in the field of natural resources, is supporting thematic working groups (meetings) and discussions online. This contributes to in-depth discussions and organizational learning. These knowledge sharing has also other results, because organizations work together to submit proposals for funding and have joint activities"



### Tracking Tanzania at COP18

It's estimated that COP 18 will bring approximately 17,000 people from around the world to Doha, Qatar to tackle one of the most significant challenges facing our planet today – climate change. This blog aims to bring these negotiations closer to home, cutting through some of the jargon and confusion, and making COP 18 relevant to Tanzanians.

### Results:



- ✓ Knowledge exchange
- ✓ Supporting organizational learning
- ✓ Networking
- ✓ Find fellow stakeholders about topics of concern
- ✓ Development of Communities of Practices (COP)

**Good practice 2: Oxfam (in Vietnam)** is recognized as one of the leading international non-governmental organizations, especially in rural development, disaster risk reduction and humanitarian response, civil society development, ethnic minorities, and women's empowerment



*“Attending meetings with other organizations in different working fields contributed to our reputation and learning. We were asked to be involved in brainstorming about development results. A final spin-off is that sharing of results, contributes to our own learning.”*

## Strategy 4.4 Connecting with NGOs for joint advocacy

Working together with NGOs that are well-known can be an effective strategy, because they are visible, seen as trust-worthy organizations, have a large support base and access to different stakeholders such as the government and private sector. Also complex problems in society can be solved if a large variety of stakeholders is willing to cooperate, overcome organizational and ideological divisions. Successful examples of collective impact show some common characteristics:

- ✓ **A common agenda** which basically means a shared vision for change and about the primary goal of the initiative
- ✓ **A shared measurement system:** short list of jointly agreed indicators to keep all efforts aligned and to hold each other accountable and learn from each other's successes and failures.
- ✓ **Mutually reinforcing activities** encouraging each participant to undertake the specific set of activities
- ✓ **Continuous communication** is essential to build trust.
- ✓ A backbone organization which focuses on support (communication, data, technological support) and facilitation of the overall process
- ✓ **A well structured process** leading to effective decision-making

**Good practice 1: The Strive Partnership** in the Greater Cincinnati Area in northern Kentucky established a broad coalition which was joined by 300 leaders of local organizations to improve education outcomes. Leaders of educational institutions, public administrations and private as well as corporate foundations realized that fixing one point on the educational continuum wouldn't make much difference unless all parts of the continuum improved at the same time. Their ambitious mission became to coordinate improvements at every stage of a young person's life. Participating organizations were organized in 15 different clusters by type of activity they offered. Each of the clusters met with coaches and facilitators for two hours every two weeks for 3 years to develop shared performance indicators, discussing their progress, learn from each other and align their efforts to support each other. **After four years of collaboration Strive partners** had improved student success in several key areas across three large public school districts. 34 out of 53 success



indicators that Strive monitors, including high school graduation rates, fourth-grade reading and math scores and the number of preschool children prepared for kindergarten, had significantly improved.

<http://www.strivetgether.org/>

**Good practice 2: MADE-BY** is a European not-for-profit organization with a mission to improve environmental and social conditions in the fashion industry.



*“Thanks to Greenpeace and Solidaridad, wet processing for fair clothes gained a lot of media attention. Major fashion brands were motivated to become more sustainable, because the well-known organization lobbied for us. Made-By has profited, as companies were approaching our NGO and asked for partnerships”.*

## Strategy 4.5 Establishing new institutions together

Acknowledging their own capacity limitations, NGOs take the initiative to form new specialized institution together, such as councils or community foundations, which provide supporting and complementary services to a variety of organizations and supports their overall mission.

**What is a Community Foundation?** These are usually created out of the concern of public spirited citizens and exist to deal with local needs. They are most likely to fund projects that address pressing local needs in an innovative way. CSOs in communities without community foundations can be instrumental in their formation by inviting community leaders, wealthy citizens, and business leaders to agree to discuss the concept. Community Foundations are public foundations and pool the assets of many donors. They work to improve their local communities through grant-making, awarding scholarships, and providing services to donors. Community Foundations have become very active in providing donor advised funds for donors who want to become more purposeful in their giving but do not want to set up their own private foundations.

**Good practice 1: Konsil LSM Indonesia (Indonesian NGO Council)** was established in 2010 by 93 NGOs from across Indonesia as a forum to represent the interests of NGOs in Indonesia with a specific focus on establishing accountability standards and strengthen the legitimacy of NGOs in Indonesia. The main result: **creating increased public trust in NGOs as professional and accountable organizations** working towards improving community welfare, protecting human rights and establishing a just and equitable society.



Secondly through the NGO council **the overall bargaining position of Indonesian NGOs towards the government, international donors and other organizations strengthened as well as contributions made to a conducive legal and political environment for a healthy civil society.** The council has to date established a Code of Ethics for NGOs, offers training for its member institutions and developed a number of instruments for implementing and enforcing the Code of Ethics.

<http://konsillsm.or.id>

**Good practice 2: Mozaik** is a community development foundation that provides grants and advisory support for local initiatives of common interest throughout Bosnia and Herzegovina. They focus on local resource mobilization and sustainability of social and economic development through implementing a range of programs that support initiatives in rural communities. As such, they have selected several programmatic areas that are used as an incentive for community development: cultural heritage, inclusion/social justice and youth, which are all based on their own in-house developed CDD approach.



<http://mozaik.ba/eng/index.php?id=onama>

## 5. Match-making strategies with the media, universities and religious institutions

Last decades numerous partnerships have been development such as NGO-media partnerships, NGO-University partnerships and NGO-Faith-Based Organizations partnerships - with new space opening for collaborations.



**Win-win Relationships:** different modes of relationships are needed:

- If NGO-**media** partnerships are not yet happening formally and openly, they certainly are happening - to varying degrees - on the ground:
- **Media need NGOs:** for news, tips, quotes, and access and increasingly they are researching and pitching stories, sharing contacts, developing content and providing logistics (visa's), guidance, analysis, opinion and, in some cases, funding .
- **NGOs need media:** to assist with providing outreach, tell their story and increasing credibility. Cooperation with media is largely a means to reach the wider public. But as media are important opinion-makers, stimulate public and political discourse and can also play an active role in social developments they are also an important stakeholder group in itself.
- **Universities** are repositories of information, knowledge and specialized technical expertise. Working together can be beneficial in having access to expertise. Additionally, universities also have a social mission of spreading knowledge and skills among their immediate students as well as communities at large. This makes them important partners of NGOs to create synergies in outreach activities (organize events, games, projects)
- **Religious institutions or Faith-based organizations (FBOs)** have a large network to reach out to those in need. NGOs work with FBO's to extend their services to other areas and communities.



**Recognition and Accountability:** Every NGO has its target audience and constituency which is the main subject of the organization itself. To reach the wider public through the (local) media and FBOs are effective strategies.

To be trustworthy and accountable, your NGO could collaborate with university, a research institute or an independent consultancy firm to conduct a baseline or evaluation about your organization's work. The results and opinions are largely respected by both government as well as the wider public. It is important to mention them as partner.



**Resources and Support mobilized:** Media promotion about the cause you are striving for might stimulate public and political discourse and can also play an active role in social developments. Secondly, you might enlarge your support base, because religious institutions have a large network to reach out to those in need and have access to different funding sources. Your NGOs can

extend its services to other areas and communities. Thirdly, universities might provide (free) services for sharing their expertise or share your values with their students.

### Strategies and good practices

The following main strategies were identified:

- Strategy 5.1 Promoting your work through media
- Strategy 5.2 Expanding knowledge through universities or research institutes
- Strategy 5.3 Sharing values through education
- Strategy 5.4 Extending community services through religious organizations

<sup>3</sup> <http://www.crisisgroup.org/en/publication-type/commentary/abbott-working-together-ngos-and-journalists-can-create-stronger-international-reporting.aspx>



## Strategy 5.1 Promoting your work through media

Numerous NGOs build relations with the media to reach a wider and more diverse target audience. The media can reinforce the message you are trying to put across. NGOs link up with journalists from (Local) Radio, Television, Newspapers or Magazines.

### A Use (local) Radio to promote your work

**Good practice 1: UNFPA, the United Nations Population Fund**, is an international development agency that promotes the right of every woman, man and child: In Tanzania the **radio soap opera drama “Go with the (modern) Times”** has been broadcast twice weekly with UNFPA support and technical assistance by Population Communications International. According to independent evaluations, **the drama has had a significant impact on acceptance of family planning and in changing adult and adolescent male attitudes.** In fact, the drama has become very popular and has entered the public vernacular and culture - a café on the outskirts of Dar es Salaam has even taken the name of the soap opera drama.



### B Raise public attention through television programs

**Good practice 2: Kerk in Action**, a faith based organization in the Netherlands and member of the **ICCO Cooperation**: Kerk in Actie, worked together with the Dutch broad casting company EO. The EO finances different projects related to health, education, income generating activities, food security and disaster management through fund raising activities on television and radio. The EO asked attention from the Dutch public for a Kerk in Actie project for people with disabilities in Myanmar in their television program EO Metterdaad. Also radio and other EO media were used to raise awareness and funds from the public. Kerk in Actie received 104.000 euro from EO.



More information on this fundraising activity or on the EO Metterdaad website (for your background): <http://www.iccokia.org/southeastasia/news/news/tv-program-on-people-with-disability-in-myanmar/>

**Good practice 3: Rawinala foundation**: is a training foundation located in East Jakarta that provides services to children with MDVI (Multiple Disabilities and Visual Impairment). The foundation was established in 1973 by a group from the Christian Church of Java, who identified the need for a school that worked specifically for blind children with other disabilities, allowing them to reach their full potential, lead their lives independently, and contribute positively to the community.



- They work with the **private television** to raise public attention for their programs. This has raised awareness among the public and generated income. Results:
- ✓ Create public attention for a specific cause
  - ✓ Visibility
  - ✓ Building trust in the organization both from community as well as the government
  - ✓ Local resource mobilization from committed individuals and groups

## C Promote your work through newspapers and local magazines

**Good practice 4: Mitra Samya (partners together)**, a CSO active in community empowerment, cooperates with the local media, newspapers and magazines, to disseminate information to the wider public. They share information about the work they are doing. They make contacts with local journalists who can write about their work, but also about hot topics such as ‘protecting the environment, reduce usage of garbage and hygiene’.



*“It largely helps to create a positive image of the organization and strengthens the trust the general public, the government and businesses have in us. Secondly, general public is better informed about hot topics in Bali such as climate change, garbage and hygiene.”*

**! Cultivate good friendships with journalists, invite them regularly to your events, send annual reports and newsletters and thank them for publishing articles.**

### Strategy 5.2 Expanding knowledge through universities or research institutes

For being accountable towards the (potential) support actors, for successful lobbying and advocacy, but also the development of new approaches and interventions, NGOs are often in need of reliable information. Cooperation with universities and research institutes is a way to access available data, information and knowledge, to obtain their assistance in collecting relevant data or improve the capacities of own staff in data collection.

**Good practice 1: Plan International** collaborates with universities in order to have a wide network of expertise available for research (there is need of specific expertise for certain thematic programs), but also to have data available that is seen as ‘reliable’. This helps saving resources that would be needed for own data collection. Data collected by universities are also largely seen as more ‘reliable’ as they are perceived as neutral actors. For instance, the University Indonesia conducts a baseline study for our projects. We use data in our annual plans and project outlines. **This increases accountability towards our target group and other actors such as the government and private sector. Other spin-offs are:**



- ✓ Access to research results, which increases perceived reliability of data (figures can be used for accountability/ trust in figures from other actors)
- ✓ Large network available with researchers
- ✓ Image boost and increased credibility due to cooperation with academic institutions (government/private sector perceive universities as neutral actors)

**! Payment needed for services**

**! There are still different paradigms and ideologies between universities and NGOs with regard to participatory approaches to research and data collection**

**! In part there is still reluctance due to elite identity on the side of universities when it comes to cooperation with local NGOs**

## Strategy 5.3 Sharing values through education

Collaborate with educational institutions to organize events and raise awareness for development issues such as disaster risk reduction, social justice, water scarcity or environmental protection. This can be done through: Lesson plans, school events or games. Lesson plans can be used to teach about development issues while school events can be effective to share values and knowledge. Games are increasingly used in the non-profit sector to actively involve mostly young people in activities and initiatives.

### A Lesson plans

**Good practice 1: Cross Your Borders** is a young organization, which organizes multiple day projects at secondary schools. By means of these interactive projects they would like to make teenagers aware of poverty and injustice in the world.



During three days the students learn about development problems, in small working groups students investigate the national and international development problems certain countries have to cope with and share their findings in a creative manner with their classmates. **89% of participating students indicate they learned new topics, they inform their relatives, buy fair-trade products, donate for a project and become a volunteer. 130 volunteers and 183 students assisted CYB for free.** <http://www.crossyourborders.nl/en/home>

### B School events

**Good practice 2:** Many **Oxfam events** are scheduled at schools and universities in many countries. For instance events respond to the current drought and famine in East Africa, whether by raising funds or raising awareness about the underlying issues. “a huge school like Arizona State University, it’s very common to see students who have no knowledge of the global food crisis,” - See more at: Oxfam Novib Water Week <http://www.oxfam.org.uk/education/school-projects/water-week>



#### Water Week 2013

“Well done and thank you to schools who took part in Water Week 2013. Don’t forget to get in touch with your stories and photographs, or to tell us about any campaigning or fundraising you did. If you have any donations to pay us, please do so here. Resources follow a ‘Learn, Think, Act’ sequence to enable pupils to gain an in-depth understanding of water vulnerability issues. See how these fit together in the Teachers’ Overview.”

## C Games for change

### Good practice 3:

**Oxfam Novib USA:** “In harm’s way” game. A game developed by Oxfam America on rethinking natural disasters. This game is mostly used in schools and working to increase awareness among young people. <http://www.oxfamamerica.org/>

**Oxfam UK:** The coffee chain game is an interactive game developed by Oxfam UK to educate teens about fair trade issues. [http://www.oxfam.org.uk/education/resources/coffee\\_chain\\_game/](http://www.oxfam.org.uk/education/resources/coffee_chain_game/)

### The Coffee Chain Game

Profits from the coffee industry are unfairly distributed – explore why with these materials for students aged 13+.



*"I'd like to tell people in your place that the drink they are enjoying is now the cause of all our problems. We grow the crop with our sweat and sell it for nothing."*  
Lawrence Seguya - Ugandan coffee farmer.

Coffee companies make huge profits, while the farmers who grow the coffee make barely enough to live on.

These resources show the contrast between farmers who sell their coffee on the open market, and those able to sell their coffee to Fair Trade buyers. There are powerful interviews with coffee growers in Uganda, and a quiz about the coffee trade.

**Games for Change** is a company aiming to catalyze social impact through digital games. It facilitates the creation and distribution of social impact games that serve as critical tools in humanitarian and educational efforts. <http://www.gamesforchange.org>



#### Results:

- ✓ Teachers and management became inspired and will pay more attention to the subjects during their courses
- ✓ Students gain awareness of development issues
- ✓ Well known recognition of work
- ✓ Donations
- ✓ Motivating students to become otherwise active (either conducting fundraising, working as a volunteer, sharing their new knowledge, writing articles in school/campus magazines)



**Good practice 4: World Bank** has started to use game mechanisms to stimulate critical thinking and analysis about pressing social problems. On the website [www.urgentevoke.com](http://www.urgentevoke.com) which is run by the World Bank Institute people contribute their ideas to solving global problems and can in return apply for funding of their own projects.

## Strategy 5.4 Extending community services through religious organizations

Faith and religion play a vital role in the lives and cultures of most people throughout the world. Many people identify themselves as members of a religious or spiritual community. Religious values and practices are often part of daily lives, and the leaders of churches, mosques, temples and other religious communities play an important powerful role in shaping attitudes, opinions and behavior.

Faith-based organizations, or FBOs, also have a long history of making a difference in people's lives by delivering social services. Faith-based service delivery networks reach out to those in need, often during the most difficult times and in the most remote areas.

Because FBO's tend to be smaller and focusing on having a local impact, they have the benefit of being surrounded by the people they serve. Working with FBO's means extending your services to other areas and communities. Religious organizations have a large resource base and access to the community. For that reason, many NGOs link up with these organizations to reach communities.

**Good practice 1:** Currently **VSO in Indonesia** is exploring how they can play a role as facilitator in increasing community services. For that reason, they are having discussions with Muhammadiyah a faith based network that is managing about 40.000 primary schools and 140 higher educational institutes in Indonesia. Muhammadiyah wants to expand their community services. VSO can play a role in this, for instance taking up a broker role in linking a (international) advisor with the community services.



### Results:

- ✓ Being known as broker
- ✓ Sharing values (increase community services)
- ✓ Achieving bigger impact through large networks of religious organizations

# Conclusion

## Background and reason for this initiative

With shrinking foreign assistance budgets and a changing aid landscape, Non Government Organizations (NGOs) are challenged to become more proactive and innovative in finding partners and attracting financial and non financial resources. Increasingly, NGOs work hard to sustain their operations, show greater impact of their programs and strengthen relationships with existing and potential support actors. They strive to find alternative ways of generating domestic support from their external environment in order to increase their influence, visibility and success, and sustain themselves.

Nowadays NGOs all over the world face challenges such as competition among NGOs to acquire resources, shrinking resources from donor organizations and being accountable. Positively, the increased inter-connectedness through digital media and changing communication behavior in society also creates openings to develop innovative approaches for strengthening relationships and outreach to different actors.

## Domestic Support and Fund Raising

The new term Domestic Support and Fund Raising (DSR) has been introduced in part I. **The general objective** of DSR is to achieve **organizational sustainability**. Organizational sustainability, however, is not an end in itself, but is needed to fulfill the vision and mission of an organization. This means that an organization is continuously able to carry out its core activities.

*“In DSR your organization aims to become more recognized, aims to deepen and widen relations with an existing and future network of domestic actors to be better able to mobilize all kinds of material and immaterial support (including voluntarism, moral support, political and policy support) in order to increase your support-base, influence and impact.”*

<b>Domestic</b>	In-country actors that can provide material and immaterial support.
<b>Support</b>	<div data-bbox="400 1290 544 1397"> </div> <p><b>Win-win Relations:</b> long-term partnerships are needed to support the implementation of your program activities, creating an enabling environment and continuous support.</p> <div data-bbox="400 1429 544 1559"> </div> <p><b>Recognition &amp; Accountability:</b> as organization you need to make yourself visible in the domestic arena and build trust among potential support partners. This can be done through various ways such as networking and marketing activities. All NGOs need to publicize their work through various means. This is important because, success of your work is directly proportional to the number of people and organizations that know about your work. You can make publicity kits including printed ones, films or videos or a website. To create trust, NGOs should be transparent about their organization’s work and expenses. They can share annual and financial results with their potential support partners.</p> <div data-bbox="400 1800 544 1930"> </div> <p><b>Resources and support mobilized:</b> material (finances, products) and non-material (contributions from volunteers, enabling environment, moral support, political and policy support, time available from other actors, knowledge resources).</p>
<b>Raising</b>	<b>Raising:</b> relates to the activity of acquiring domestic support. It is meant to cover the identification and mobilization of all kinds of material and immaterial support.

## Develop a DSR strategy

Part 2 shows step-by-step how NGOs can choose and plan DSR activities. It should be created with an eye toward generating revenue sufficient to enable the organization to achieve its goals, in terms of building essential relations, covering operating expenses and obtaining sufficient funds to fulfill the mission. The plan should be drafted with input from each member of the organization along with the Board of Directors and other key employees.

The strategy starts from analyzing the organization's identity, mapping the needs of potential support actors as well as resources needed from these actors, developing match-making strategies and translate this into an action plan. The DSR strategy should be reviewed yearly and revised as needed to ensure that the organization stays on track toward accomplishing its goals. If there are no successes, the DSR strategy should be revised, whether that means adding or revising strategies.

## Innovative strategies and good practices

Part three provides an overview how other NGOs have been innovative in becoming recognized, strengthening relations and mobilizing resources and support. This part of the report provides input for NGOs to enrich their DSR Strategy. The 24 match-making strategies are a source of inspiration for NGOs to build and strengthen relations with five major types of (potential) support actors. For each strategy Good Practices are identified to show how match-making strategies could work in practice to mobilize support. Organizations from different countries proved that their strategies strengthened relations and increased their resources.

### What is a good DSR practice?

The label 'good practice' was given to initiatives and efforts that:

- ✓ have proven to be successful by generating tangible results for the organization implementing it
- ✓ contributed directly or indirectly to organizational sustainability (by strengthening relations, resources and recognition)
- ✓ innovative (it is a new idea, which actively stimulates support and resource mobilization)
- ✓ unique (not too many organizations have tried out the strategy)
- ✓ cost-effective (investment should not exceed resources achieved)
- ✓ could in principle be replicated (work in other countries)

## Build a strong relation




Strong relationships are based on shared goals, trust or mutual benefit. Regardless of where your NGO is in its lifecycle – just starting up or well established – you need to invest time and energy in building relationships with other NGOs, general public, governments, private sector and others.

It is important that your NGOs can offer benefits in return for your potential supporting partners. Before and during your collaboration you should think of concrete and innovative support your organization can deliver such as expertise, assistance for project implementation, usage of the NGOs' name or your connections. Your relationships with them will certainly change over time, but they are always critical to your NGO's sustainability.

Cultivating good relations means keep a person relation. Keep close contact with one or two persons within the organization. Inform them about latest developments, invite them regularly to your events, send annual reports and newsletters and thank them for their support.

## Overview DSR per support partner

5 types of support partners were identified that can provide support to NGOs. NGOs should build and strengthen the relations with these actors in order to mobilize resources. The symbols can be found in each good practice.

	<b>Win-win Relations:</b> 	<b>Recognition &amp; Accountability:</b> 	<b>Resources and support mobilized:</b> 
<b>General public</b>	<ul style="list-style-type: none"> <li>✓ Work with and through volunteers</li> <li>✓ Continuously update supporters and spread awareness using free online tools such as Facebook, Twitter, email, and blogs or newsletters</li> <li>✓ Send thank-you notes and personal messages</li> <li>✓ Stimulate Peer-to-Peer Fundraising: individuals inform friends to support your cause</li> </ul>	<ul style="list-style-type: none"> <li>✓ Make an attractive website to increase your visibility and traceability</li> <li>✓ Publish annual and financial reports on your website</li> <li>✓ Provide materials such as brochures to general public</li> </ul>	<ul style="list-style-type: none"> <li>✓ To get support for your cause, ask them to sign petitions or join networks</li> <li>✓ Make an attractive website to attract donations or product sales</li> <li>✓ Sell products: % will go to your turnover</li> </ul>
<b>Government</b>	<ul style="list-style-type: none"> <li>✓ Share what you do by sending annual reports or factsheets about your projects</li> <li>✓ Invite officials to a launch or evaluation of a project</li> <li>✓ Work together with officials to provide social services (e.g. conduct trainings together, workshops)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provide input for policy formulation and debates</li> <li>✓ Make policy officers aware of your cause or hot topics your organization is working on by making use of public events</li> </ul>	<ul style="list-style-type: none"> <li>✓ Receive licenses / work permits or space to work available</li> <li>✓ Receive payment for delivering trainings/consultancies</li> <li>✓ Government provides financial support for certain programs (e.g. education, health)</li> </ul>
<b>Private sector</b>	<ul style="list-style-type: none"> <li>✓ Offer different ways of cooperation so business can:</li> <li>✓ Make monetary or in-kind donations</li> <li>✓ Support project implementation</li> <li>✓ Provide commercial goods and services such as expertise of employees</li> <li>✓ Serve as a public advocate and contributor to good governance</li> <li>✓ Keep a two-way partnership by offering companies your services in return, give clear proposal, speak the same language, have clear and respond in time</li> </ul>	<ul style="list-style-type: none"> <li>✓ Organize an event to meet new businesses</li> <li>✓ Make appointments to meet new businesses</li> <li>✓ Send letter to businesses with a clear proposal how they can support your organization's cause</li> </ul>	<ul style="list-style-type: none"> <li>✓ Stimulate businesses to donate for your cause either through wage of employees, % of sales and products donated by company, embedded giving</li> <li>✓ Establish a Social Businesses, which allows you to work on social projects, but also to be an example for other businesses</li> </ul>



<p><b>Other NGOs</b></p>	<ul style="list-style-type: none"> <li>✓ Establish new institutions together (policy think tanks, community foundations)</li> <li>✓ Work together on fundraising (write proposals together, organize events)</li> <li>✓ Synergy is key! Share information and knowledge with other NGOs in online forums, formal networks, mailing-lists, face-to-face meetings or round-tables</li> </ul>	<ul style="list-style-type: none"> <li>✓ Meet other (I)NGOs during network meetings and be recognized as an actor in a network: improved reputation</li> <li>✓ Enlarge network can increase possibilities being asked for joining projects / consultancy work</li> <li>✓ Share your expertise online / during events</li> </ul>	<ul style="list-style-type: none"> <li>✓ Connect with NGOs for joint advocacy. This can increase the bargaining position of NGOs towards the government, donors to make improvements in the conducive legal and political environment for a healthy civil society</li> <li>✓ Work together with NGOs that are well-known can give your organization access to a large support base and different stakeholders (government and private sector)</li> </ul>
<p><b>Media educational and religious institutions</b></p>	<ul style="list-style-type: none"> <li>✓ Cultivate good friendships with local media, invite them regularly to your events, send annual reports and newsletters and thank them for publishing articles</li> <li>✓ Most schools and universities have a social mission of spreading social values among their students as well as communities. This makes them important partners of NGOs to create synergies in outreach activities (organize joint events, games or projects)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Make your work or your cause known and reach the wider public through the (local) media and Faith Based Organizations</li> <li>✓ Accountability: research and opinions of university representatives are largely respected by both government as well as the wider public so mention them as partner</li> </ul>	<ul style="list-style-type: none"> <li>✓ Universities are repositories of knowledge and specialized technical expertise. They can conduct baseline studies, research and advice</li> <li>✓ Media promotion about the cause you are striving for might stimulate public and political discourse and can also play an active role in social developments</li> <li>✓ Religious institutions or FBOs have a large network to reach out to those in need. Work with FBO's to extend your services to other areas and communities</li> </ul>

## The way forward

NGOs that are successful in developing a DSR strategy (mapping your context and identifying promising strategies), can finally start to implement strategies. This means that your organization has to actively network with (potential) support partners, has to devote time and dedication to realize their strategies and has to make sure that strategies stay valid over period of time. Once your organization achieves the first results generated from your new strategies, your organization is able to continue its social work!





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Would you like to share a good practice?

Would you like to get in touch with a NGO to know more about  
a successful strategy?

Would you like to ask a question to ICCO Cooperation or MDF?

Write an email to [mdfasia@mdf.nl](mailto:mdfasia@mdf.nl) or [kiswara.santi@icco-cooperation.org](mailto:kiswara.santi@icco-cooperation.org)