

Youth organisation **efficiency tool** "SECRET of democracy" had been developed with the aim to improve the participation level of youth organisations into local, regional, national and international level. The tool gives a specific dimension into three major parts: Strategy planning, Resources and Tactics. The tool had been developed through participation of 18 persons experienced into youth and organisation work in different countries. Proposals had been collected within the international seminar "SECRET of Democracy" in Sarnate, Latvia from 21 – 26 of August, 2008 supported by European Commission.

On behalf of "SECRET of Democracy" team, we hope the tool will guide you and your organisation to more efficient and strategic oriented work in the future. Good luck!



Zemgale NGO Support Centre

Liela iela 15-2, Jelgava
 LV-3001, Latvia
 Ph./fax: +371 63021910
<http://www.zemgalei.lv>



STRATEGY AND TACTICS

STRATEGY

1. Defining the problem and the real situation: Why should we do the project?
2. Setting the vision and mission – it must be long-term (e.g. Riga – ecologically clean and healthy city).
3. Defining the message – short and concrete (e.g. Save the park!)
4. Setting goals and objectives – more concrete issues (e.g. 2 months of volunteer work of 6 persons).
5. Analyse the information – collect all information about the problem and make research of the situation in details.
6. SWOT analyses (strengths, weaknesses, opportunities and treats) external and internal (e.g. no money but many volunteers, people are unsatisfied by green situation in the town) (http://en.wikipedia.org/wiki/SWOT_analysis).
7. Create networks on local, national, international level, find similar or partner organisations or umbrella organizations.
8. Revising the goals and objectives – look at the goals and objectives again, make them more concrete with your partners.
9. Plan – audiences (primary and secondary), activities, finance, human resources etc. Audience – primary (decision maker e.g. mayor) and secondary (his wife).
10. Inspiration and motivation of everybody involved – to have common vision about the goals.
11. **Action!**
12. Monitoring and evaluation – how the activities are proceeding, how many people participated, control the effectiveness, opinion of the people involved in the action.
13. Change and fix the plan – make the plan better and more effective.
14. Final evaluation from several aspects (e.g. whether we achieved the goal, effectiveness of the money spent in the action, number of volunteers, how many people were informed and involved in the action, if they changed their attitude and behaviour.) Evaluate the expected and real budget in order to learn for the next time.
15. Follow-up and dissemination – what we will do afterwards, what should be done, next steps (e.g. not only one green park in our town, but – we are going to inspire people to have new park and new shopping centre will be out of town).



RESOURCES

1. Finance

Estimate the budget – write a business plan and calculate money, time and human resources needed.

How to find income and where to find it?

- ★ **Individuals** – messages in newspapers, web sites, flyers, barbecue parties;
- ★ **Business partners** – project, clear idea and actions what we are going to do, contracts (sponsorship) with business partners, business plan when and how we return money back;
- ★ **Municipalities** – projects and contracts (sponsorship);
- ★ **Youth agencies** – projects;
- ★ **EU funds** – projects;
- ★ **Banks** – business plan when and how we return money back (loan).

Spend clever!

Think if you need money or materials!

Do a cost and benefit analyses!

Plan unexpected expenses in case it does not go as planned!

Think of creative ways of fund-raising!

2. Human resources

- ★ How many people do we need?
- ★ What people do we need (what skills and knowledge)?
- ★ Where we could find human resources we need (school – volunteers; university – students volunteers, interns; State employment services)?
- ★ Who could help us to find human resources (State employment service; friends; local authority; consultation agencies)?
- ★ How to motivate our human resources (presents, good atmosphere, for volunteers and interns – new skills, knowledge, experience, friends who think the same as you)?
- ★ Who are our partners (e.g. other NGOs, local authority, local and national agencies which work with projects, private sector (citizens and business partners)) to get finance and support?

3. Skills, knowledge

Important thing for NGOs – develop members and volunteers!

Non-formal education:

1. Seminars
2. Conferences
3. Workshops, work groups
4. Shadowing
5. Consulting agencies

Formal education

1. Schools
2. Universities
3. Courses

Consider the possibility of outsourcing (e.g. bookkeeping)!

4. Information

A C T I V I T I E S / T A C T I C S

The general principle of all activities is RECIPROCITY. Reciprocity is based on the mutual providing of services.

Educational

- ★ Orientation Games – Reaching a final destination using a short way to get there according to instruction and maps. The aim is to improve the knowledge about the territory and to build and strengthen the team. (e.g. every checkpoint consists of activity which is important for your organization)
- ★ Presentations
- ★ Seminars
- ★ Workshops
- ★ Conferences
- ★ Eating Meetings – Promoting cultural topics in a practical way by the means of different typical meals, food and tradition.
- ★ Contests/Competitions
- ★ Living Libraries – Different persons are acting as “living books” which can be “read” by people who are interested in them.
- ★ Cine-forums

Promotional

- ★ Cine-forums
- ★ Surveys / questionnaires
- ★ Presentations
- ★ Events – cultural / inter-cultural / sports / charity / children / political
- ★ Eating Meetings – look above
- ★ Contests / Competitions

Networking (Cooperation of partners on the same level)

- ★ Meetings
- ★ Cooperation
- ★ Birthday greetings / Holiday / Presents

Lobbying (Trying to convince persons with more influence)

- ★ Negotiation
- ★ Official Meetings
- ★ Eating Meetings

Materials

- ★ Banners
- ★ Leaflets
- ★ Brochures
- ★ Flyers
- ★ Press Releases
- ★ Catalogs
- ★ Posters
- ★ Post cards
- ★ Annual Reports
- ★ Billboards
- ★ Stickers
- ★ Business cards
- ★ Cover paper for the trays

- ★ Painted Advertisement on Public Transportation
- ★ CDs / DVDs

Corporate identity

Possibility: organization has a logo, sign, moto or preferred color.

Advice: organization should use these identity features in all written and promotional materials, in media, etc.

Promotional materials

Possibility: organization has financial resources and wants to promote their corporate identity.

Advice: organization can contact promotional company and ask it for preparing promotional materials. They can be divided into several groups: promotion for some action (T-shirts, caps, balloons etc.), long-term promotion (pens, bags, umbrellas, dishes, cups etc.).

Media

Possibility: there is a local TV and radio station in the city or national TV with regional broadcast.

Advice: organization can suggest its actions to the media, give interview or sends some experts to attend their reality show. Also possibility to organize a charity show.

Possibility: there are local or national newspapers, or local authority publishes own municipality papers.

Advice: organization can ask for publishing topics related with its activities or print some promotional materials, invitations, reports etc.

Possibility: organization publishes its own written magazine or newspaper.

Advice: organization can sell pages to other companies or partners for advertisement.

Possibility of: there is school, university or other educational institute with its own magazine or newspaper.

Advice: organization can share information with youth.

Possibility: organization has its own webpage.

Advice: organization can use e-banners, use modern technologies (for example flash), mailing list to send information newsletter, prepare video conferences, communicate with public via chat, forum and podcast.

Possibility: organization is famous or well known in public.

Advice: there is a possibility to spread information about organization via references among citizens, via blogs or another services on internet platform (e.g. youtube, myspace etc.).

Possibility: there is a possibility to cooperate with mobile operator.

Advice: organization can send SMS with information about its events and activities.

Possibility of: there is a place in the city where people use to meet every day (for example in the supermarket).

Advice: organization can spread flyers, promotional materials, talk with people, make presentations etc.

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.