



An EU funded project managed by
the European Union Office in Kosovo

Implemented by: platforma
CiviKos

MEMBERSHIP MANAGEMENT PLAN

August 2016

Disclaimer

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This Membership Management Plan pursues the following two outcomes:

1. CiviKos quickly and efficiently addresses the needs of its members. Members are satisfied with the membership and recognize its added value.
2. CiviKos membership is numerically strong and diverse, i.e. it includes members from multiple sectors. All important actors of the Kosovar NGO sector are included. The membership consistently grows. NGO sector, state institutions, media and other stakeholders therefore recognize CiviKos as the umbrella network of the Kosovar NGO sector.

The MM plan has five parts:

1. Indicative overview of current CiviKos membership
2. Outline of three new services for CiviKos members
3. Methodology for recruitment of new members
4. Tools for recognition and addressing of needs of the (existing) membership.
5. Annual work plan in the field of recruitment of new members and strengthening of relations with existing members in 2017.

1. INDICATIVE REVIEW OF CURRENT CIVIKOS MEMBERSHIP

In 2014, 8104 CSOs were registered in Kosovo with 8.743 employees. Almost 60 % are active on regional level, being local and small CSOs.

CiviKos currently has 171 members or 2.1 % of all registered NGOs. According to data from March 2015, the majority is active in the field of human rights (49 or 28 %), followed by areas of culture and youth (18 and 10 %). Most members are from Priština (100), while membership from other regions is significantly smaller (Mitrovica is in second place with 30 members). With regard to their financial and HR capacities, the membership is relatively diverse – from relatively weak (6 members, for example, even operate without income) to bigger and stronger organisations – according to the data mentioned, 22 members have between 100.000 and 500.000 euro of annual income; 18 organisations have over 10 employees, two of them over 20 employees.

- CiviKos membership – working areas:

Working area	Social welfare	Culture	Sports	Tourism	Protection of environment	Human rights	Youth	Support to CSOs	Other
Number of members	5	18	1	0	10	49	18	2	68

- annual income

Annual income	0	1 – 5.000	5.001 – 10.000	10.001 – 20.000	20.001 – 50.000	50.001 – 100.000	100.001 – 250.000	250.001 – 500.000	More than 500.001
Number of members	6	x	8	x	6	5	22	X	x

- number of employees

Number of employees	0	1	2	3	4	5	5 – 10	10 – 20	More than 20
Number of members	3	1	3	2	1	6	8	18	2

- geographical coverage

City / Region	Prishtina	Prizren	Pejë-Gjakovë-Istog, Klinë	Gjilan Ferizaj, Kamenicë	Mitrovicë
Number of members	100	14	20	14	30

2. NEW SERVICES FOR CIVIKOS MEMBERS

Services represent the added value that organisations gain from their membership in networks. The more services a network provides and the more diverse needs those services address, the greater the interest of potential members for the membership.

The selection of CiviKos services/activities, offered to its members, is currently relatively limited. The information service and procedures for selection of CSO representatives into various consultative government bodies are not only accessible to members, but to all NGOs. Although these are the two of the most developed and recognizable services, they cannot be

used in the recruitment of new members. By nature of things it would not make sense to limit them to members: the essential element of selection procedures is their wide accessibility, while the limitation of information services may cause a boomerang effect among non-members, and limit, not benefit the recruitment of new members.

It does therefore not make sense to close existing service, but rather develop new services, which will only be available to members. While doing so, it is important to follow the existing framework, which foresees that CiviKos will not develop services and activities already performed by its members.

3 new services:

1. Peer to peer mentoring programme for small CSOs and new and emerging CSO leaders

With peer mentoring programme we will match members looking for a mentor with other members who have volunteered their time to the service. Peer mentoring will be based around sharing knowledge and experience with the aim of improving professional development of small CSOs and and new and emerging CSO leaders. Mentees will gain a supportive mentor to bounce ideas off and tackle issues with; mentors the chance to develop leadership skills and the sense of satisfaction from having helped another sector leader. Mentoring partnerships will generally last around a year, with mentors and mentees meeting every 4-6 weeks to chat in person or over the phone. Once matched, the mentoring process will be entirely dependent on the needs of both the mentor and mentee and will be flexibly arranged to suit individuals.

Timeline of activities:

- Operationalization of programme: October 2016
- Initial call for mentors among experienced existing members: November 2016
- Setting up initial pool of mentors: December 2017
- Service operating and widely promoted: January 2017

2. Active support of small CSOs in their access to decision-makers and help with obtaining of support among smaller circle of Kosovar CSOs

The service will be provided for smaller and local CSOs, which typically do not have access to decision-makers. As a recognized network, CiviKos will offer its support with access, and if necessary also engage its stronger and more influential members. This type of support will not include thematic lobbying for specific goals, which the members want to achieve, but will mean that CiviKos will act as a door opener by offering help in, for example, arrangement of meetings. We will also offer members active help in their

search for wider support of their initiatives among Kosovan CSOs and, if necessary, facilitate their dialogue.

Timeline: The activity does not need special development or operationalisation and will be offered by November 2016.

3. Active support to establishment of new thematic networks and support and facilitation of various ad hoc thematic coalitions.

Thematic networks represent an important intra-sectoral support mechanism and strengthen the sector in specific areas. In comparison to developed countries Kosovo has relatively undeveloped thematic networks, their number is also small. This is why CiviKos will actively identify areas, where thematic networking would be welcome, encourage cooperation among its members and beyond (identification of potential members, promotion of the idea of connection, facilitation of original group etc.) and give newly formed networks the necessary logistic support.

We will apply a similar approach to the development of various ad hoc thematic coalitions. When detecting important topics or problems, which concern several organisations in a specific sector (culture, youth etc.), we will encourage the formation of coalitions and give them logistic support.

Timeline: The activity does not need special development or operationalisation and will be offered by November 2016.

3. METHODOLOGY FOR RECRUITMENT OF NEW MEMBERS

The goal we wish to achieve by expanding our membership is set on the following characteristics of a successful/recognized umbrella network:

- 1.) the network connects the most powerful and visible Kosovar CSOs and their thematic networks
- 2.) the network is numerically strong and has a wide multisectoral membership

Recruitment activities will therefore be directed towards both recognized and strong organisations as well as financially and staff- and activity-wise weaker organisations on local level, which are in majority in the Kosovar non-governmental sector (as is the case in all other countries).

Operational goals:

- 10 % annual growth of membership
- membership of the most important/biggest CSOs and CSO networks from all key areas, in which NGOs operate.

While pursuing the operational goal we will follow the established theory and practice that it makes sense to differentiate between big, influential organisations and smaller local CSOs. While the needs of the latter are usually met by the standard package offer, the former usually expect and demand an individualized approach.

- a) *Methodology for the recruitment of the most important and largest Kosovar CSOs and their networks, which are not members yet.*

Motto: individualised approach!

In 3 steps:

- **Introductory mapping**

Mapping of the current state of affairs will encompass the identification of those crucial Kosovar CSOs that we wish to recruit and who are not yet members. On this basis we will set an annual goal, which and how many of such organisations we wish to include in the network. In the selection process, we will consider, which may be easier to attract, and which will be more difficult. At the end of each year we will perform an evaluation and repeat the mapping (in order to include potential changes in the sector). Both will be used as a basis for the annual goal for the following year.

- **Identification of advantages of membership in CiviKos for identified organisations.**

For each targeted organisation individually, we will answer the following question: what will persuade them to become our member? We will identify their needs, including those, they might not be aware of themselves, and to which CiviKos can help find a solution, either by itself or with the help of its other members.

- **Individualised approach with individualised invitation to membership**

We will approach targeted organisation in an individualized, personal way. When doing so, we will not only emphasise the advantages of membership for them, but also what our network, our other members and the Kosovar CSO sector in general will gain with it.

We will rely our recruitment on our connections and social network of existing members. If any of our members already cooperate with the targeted organisation, especially, if this collaboration is close or if perhaps the leadership is connected on a collegial or personal level, we will engage such a member in the initial invitation.

- b) *Methodology for the recruitment of small and local CSOs*

Promotion of membership to small local CSOs will be carried out through the so-called package approach. For this purpose we will:

- Prepare an “offer” – a concise, clear and attractive presentation of the advantages of membership in CiviKos (this offer will also be emphasised on our website)
- We will promote the invitation for membership with advantages it brings consistently and systematically within Kosovar CSOs. We will involve existing members in the promotion of membership, especially the most recognisable, which will themselves promote the membership in CiviKos among their partners and wider. Our regional hubs will be responsible for the promotion within circles of local NGOs outside of Priština.

Timeline:

- Developing the “offer”: December 2017 (so that the mentorship programme can be included)
- Agreement with members and regional hubs on the joint systematic promotion of membership in CiviKos: November – December 2016
- Start of promotion activities: January 2017

4. TOOLS FOR RECOGNITION AND ADDRESSING THE NEEDS OF EXISTING MEMBERSHIP

The success of each network is measured by its ability to recognise and address the needs of its membership. For this purpose we will introduce the following membership management tools:

- 1.) Up-to-date records of the use of our services. This is a record of “who, when and what”, i.e. the list of all of our services that were ever used by our members. This will give us a systematic overview of the needs of our members and therefore help us with further planning of our services. The records will also help us with recruitment of new members, as similar organisations have similar needs. Systematic monitoring of the needs of our members through their use of our services will also tell us which services we should strengthen and invest more into and for which there is less demand.

Timeline: October 2016

- 2.) Regular evaluation of the satisfaction of our members with the services and activities of CiviKos. Each December we will send to our members an evaluation questionnaire that will also include questions about their additional needs and additional services they would like to receive.

Timeline: every December

- 3.) Each new member will receive a “welcome e-mail” with a questionnaire about their specific needs and proposals for potential additional services they would like to see.

5. ACTION PLAN FOR THE RECRUITMENT OF NEW MEMBERS AND STRENGTHENING OUR WORK WITH EXISTING MEMBERSHIP (OCTOBER 2016 – DECEMBER 2017)

Target number of new members: _____

Targeted larger, recognizable NGOs:

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) ...

Targeted existing thematic networks:

- 1) _____
- 2) _____
- 3) ...

For each targeted organisation we will prepare:

- an individualized “offer” of benefits of their membership, based on the identification of their needs;
- a plan and a timeline for the individualised personal approach.

Activities for the recruitment of other potential new members and membership management:

- 1) Introduction of the up-to-date records of services used by members: October 2016
- 2) Agreement with members and regional hubs on the joint systematic promotion of CiviKos membership: November – December 2016
- 3) Preparation of a concise and attractive “offer” – benefits of CiviKos membership: December 2017
- 4) Start of the mentorship programme: January 2017
- 5) Start of the wide promotion of membership: January 2017
- 6) Annual evaluation of member satisfaction (questionnaire): December 2016 & December 2017
- 7) Preparation of the annual plan for 2018: December 2017