

Funds for Freedom

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FUNDS FOR FREEDOM

A Money-Making Guide for Groups and Clusters in Amnesty International USA

Drawn from the Collective Wisdom, Creativity, Energy, and Experience of Hundreds of Volunteers

Compiled by Rebecca Edwards*

WITH SPECIAL THANKS TO:

Abe Bonowitz, Marj Byler, Gary Cadd, Janice Christiansen, Elizabeth Duncan, Dee Ertukel, Tom Gill, Barbara Gubbin, Virginia Hatch, Judy Hatcher, Alice Hunsberger, Steve King, Sue Kulinyi, Rena Margulis, Jon Orchard, Marianne Philbin, Dave Potvin, Rick Roth, Edd Vasquez, Mort Winston

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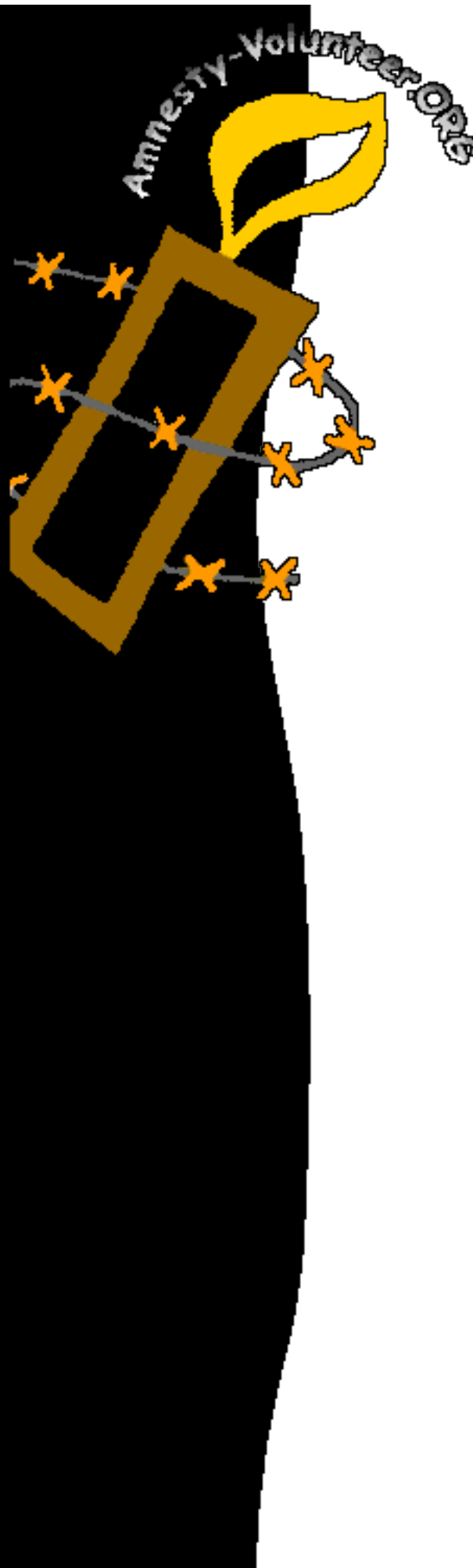
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I. FINANCIAL PLANNING: BASIC STEPS

1. Familiarize yourself with AI policies related to fundraising.
2. At least once a year, hold a planning meeting with core members. Do a Group Inventory to locate your strengths; use it to develop an effective strategy for the year.
3. Build fundraising into your annual plan and budget, to cover projected costs.
4. Get a bank account (unless you are a campus group with school arrangements).
5. Keep accurate records of income and expenses.
6. Make a generous annual pledge to Amnesty International USA, to support the basic research and materials for our human rights work.

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AI POLICIES

In the "Resources" part of this guide are policies related to fundraising and work with other groups. Please read them! These are basics to remember:

1. To protect impartiality, never take money from a donor who sets conditions ("I'll give \$100 if your group will focus next year on Icountry, type of abusel").

2. Amnesty's 5 percent rule, which protects impartiality, applies to each group. If you receive a donation in excess of 5 percent of your annual budget, contact your regional office for advice. (In-kind donations of goods or services don't count.) You can also ask a donor to write two checks, one to your group for no more than 5% of your budget, and one to AIUSA for the rest. Send the second check to the Development Unit, New York Office; contact staff to explore ways to cultivate this new donor.

3. The IRS requires that all local groups and clusters operate on AIUSA's fiscal year, October 1 to September 30.

4. If you cultivate major donors (see section II), we ask that you seek new contributors who are not already major donors to AIUSA. We desperately need our national donors to fund basic research, materials, and services. You can find out the names of national donors in your area by contacting the Development Unit.

5. You should not give tax advice to donors--it could lead to liability. State that "AIUSA is a 501 (c)3 organization and contributions are tax-deductible to the extent allowed by law." In-kind donations are rarely 100 percent tax-deductible; encourage in-kind contributors to consult their accountants or lawyers.

6. There is one exception to rule #5: you must tell donors the *fair market value* of anything they receive. If you sell \$50 reception tickets, you must tell purchasers what the food and drink is worth. If you give a T-shirt for a \$30 contribution, you must tell buyers what the shirt is worth.

7. AIUSA encourages volunteers to network in your community, but in most cases you should not co-sponsor events with other groups. (See "Cooperation with Outside Groups")

8. If you develop a foundation program (Section VI), don't

contact national foundations without first consulting the AIUSA foundation program in the New York office. AIUSA submits many proposals at the national level; we need to avoid competing applications.

9. AIUSA has support systems to help you fundraise. See "Resources."

HOLDING A PRODUCTIVE PLANNING MEETING

Every group should plan to plan! The steps:

1. DON'T tack your annual planning onto the end of a long meeting when everyone's tired. Make it a special, separate event.

2. EVALUATE your past work. What worked? What didn't? Why? Don't reject an idea just because you did it before and want to look original. Many successful groups develop "hallmark" projects which get easier and more profitable each year.

3. Set GOALS for the coming year. Make them concrete; set one or two priorities. A recipe for headaches and a sense of failure is: "This year we need to get more members, make lots of money, educate the public, get press coverage, and do more campaigns." A recipe for success and enjoyment might be: "We have two priorities this year, recruiting five new members and raising \$600. We'll offer new members some options and see what they'd like to do. If we get publicity from the fundraiser, so much the better, but the main thing we need is cash to build on."

4. DO A GROUP INVENTORY. This means listing members' skills, contacts, and experience as a basis for your plan. Include everyone; that quiet person in the corner may be key. Some questions to ask:

Who do we know (the mayor's spouse, a school Board member, a cartoonist, the minister of a church with a fax machine)?

What do we like to do (tennis, calligraphy, electric guitar)?

What material resources do we have (a computer with publishing software, a pickup truck, a house with waterfront view, a goat)? (Quit laughing, that goat will be useful in Section III!)

What other groups do we belong to (clients of XYZ Grocery, employee at ABC Corporation, member of Methodist Church, volunteer at AIDS Support Group, spouse of Junior Woman's Club President)?

5. BRAINSTORM how to fulfill your priorities by using your inventory. Brainstorming rules are: accept every idea; encourage "hitchhiking" (building on an idea after it's suggested); don't permit any evaluation, groans, snickers, or statements like "we tried that" or "it wouldn't work" until brainstorming is done. Encourage all to contribute. Write ideas on a chalkboard or flip chart. Set a time limit and stop.

6. INCLUDE FUNDRAISING IN YOUR

PLAN. Otherwise your group will suffer from limited options, chronic deficit spending, low visibility, and ineffectiveness.

7. DIVERSIFY FUNDRAISING. Use multiple approaches, i.e., dues, requests to a few donors, and a public event. Relying on one concert to raise your whole year's budget is extremely risky. This handbook will help you to expand your options. Put together your priorities and inventory to create an effective plan with several components.

8. EVALUATE. Every year and after any big event, discuss the results. If you've had a flop, were there any positive aspects? If so, these are clues for success next time. If you made smashing profits, don't forget to look at the aspects you could improve. You may want to schedule annual evaluation as the first stage of your Planning Meeting for the next year.

9. CLUSTER. The trick in planning is to challenge yourselves to think big without taking on a project which will overwhelm you. One solution is for groups to work together. This is helpful if a few members feel they are the only ones who do any fundraising--they can find like-minded activists in other chapters. Cluster projects can attract a great deal of publicity and money and make groups feel they have a much stronger presence in the community.

HOW CAN THE GROUP COORDINATOR PROMOTE PLANNING & FUNDRAISING?

Someone has to take the lead--usually the Coordinator or Treasurer, who should participate in all planning and fundraising discussions. Here are a few ways to promote participation by the whole group:

1. Share this guide.
2. Let the group know that planning and fundraising are important by scheduling plenty of meeting time for these priorities.
3. Don't decide in advance what you want to do and insist that the group accept it. Let the whole group create a plan. People with a stake in the ideas phase are much more enthusiastic during the work phase. (Of course, if you've read and thought about fundraising before the meeting, you'll bring brilliant ideas for consideration.)
4. Don't delegate fundraising to someone else (usually the poor Treasurer). See it as everyone's responsibility, yours most of all. If some members absolutely resist, consider creating a fundraising committee to cultivate two or three experts. Ask other members at least to brainstorm and suggest names of potential donors.
5. Compliment group members for their work. Thank them publicly, sincerely, and frequently. Your enthusiasm, patience, and sense of humor set the style for Amnesty's role in your community. Be proud of what you accomplish!

BASIC FINANCIAL RECORDS

If an IRS agent wandered in, your group should be able to show: 1. All the past statements from your bank account (unless you are a campus group and your school keeps your money). 2. An accurate bookkeeping ledger. 3. Receipts for all your expenses.

The treasurer can keep these in an Accounting Corner at her/his desk. An outgoing treasurer should ALWAYS pass on these materials to the next treasurer. Keep financial records for six years.

BOOKKEEPING LEDGER: purchase one at a local stationery

store, or examine these, draw your own ledger sheet, make copies, and place in a binder. (Samples appear in the "Budget and Bookkeeping Guidelines" for local groups and clusters.)

RECEIPT FILE: use a manila envelope or (to look professional!) a multi-pocket folder to sort receipts alphabetically or by project. Start a new folder at the beginning of each fiscal year (remember it starts Oct. 1).

BANK ACCOUNTS

LOCAL GROUPS: Open an account as "Amnesty International USA Group #" or the name of the group Treasurer. **DO NOT USE YOUR PERSONAL BANK ACCOUNT.**

Always have **MORE THAN ONE SIGNATORY** (person authorized to transact account business). In past incidents a group treasurer has moved away suddenly and no one has been able to get access to the money without lengthy, complicated help from the New York office.

The IRS will assign an Employer ID Number (EIN) to any group which applies for one, using form SS-4 (call your friendly local IRS). You must have an EIN before opening an interest-bearing account (i.e., savings or money market). If you do not have an EIN, your account must **NOT** earn interest.

If your annual gross receipts are under \$5,000 and you've signed a group/cluster charter which reflects your human rights purposes and activities, the IRS automatically considers you tax-exempt.

If annual receipts are over \$5,000 or if you need written recognition of tax-exempt status (i.e., to get a non-profit bulk mail permit) you should apply for Group Tax Exemption under AIUSA's umbrella. At this level of income, an interest-bearing account is advised because interest is tax-exempt under AIUSA's employer ID.

If annual receipts are over \$25,000, profound congratulations are in order! You should consult Surita Sandosham at the New York office for advice--AIUSA must submit tax returns on your behalf.

CAMPUS GROUPS: Groups affiliated with schools are always tax-exempt, unless you attend one of the very few private schools which do not have tax-free status because they are racially discriminatory.

If you establish your own bank account, use the local group guidelines above. If the school requires you to keep funds in a pool managed by school administrators, keep extra-careful records of income and expenses. If you encounter problems, call your Regional Office for advice.

ALL GROUPS should ask more than one person to review the bookkeeping ledger. Bookkeeping is tough and two heads are better than one. If someone finds unresolvable accounting errors or evidence of fraud or disappearing funds, call your Regional Office immediately.

PLEDGING TO AIUSA

Pledge as much as you can to AIUSA each year. *Please* make this part of your plan. In case you think funds disappear into a Great Hole in the Sky, please consider:

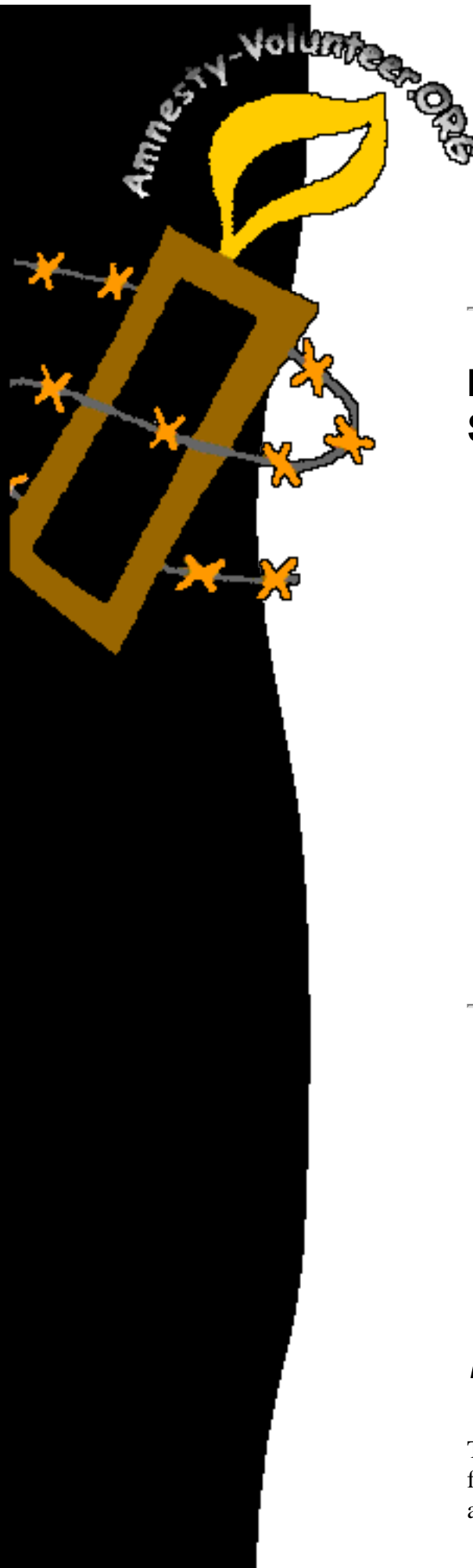
AIUSA gives *44 percent* of all income, after fundraising costs are subtracted, to the international movement. We provide more than any other section--over 20% of the global budget. Our contributions fund the basic research which enables us to act.

AIUSA pays over 80 dedicated staff people who work very long hours, often sacrificing family commitments and spare time to dedicate themselves to human rights. We owe them decent salaries and benefits. They support volunteers and keep AI's profile high in the United States.

Phone calls from regional staff, Urgent Actions, petitions, mailings--all these cost money. *It costs about \$650 to service a local group and at least \$200 for a student group.* Please help us pay the bill.

One way to give without spending an extra penny is to join Working Assets Long Distance (see "[Resources](#)").

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II. DIRECT REQUESTS: BASIC STEPS

1. *Accept that everyone finds it hard to ask for contributions, even for a great cause like Amnesty. Learn to get around your fears.*
2. *Find and learn about potential major donors.*
3. *Practice your pitch: learn to describe why Amnesty is important to victims of human rights abuse, and why this is important to prospective supporters.*
4. *Ask for a specific amount.*
5. *THANK donors; collect (for pledges).*
6. *Tell them how you spent the money, through updates on your successes.*
7. *Ask again.*

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 - [How to Locate Donors and Ask for Money](#)
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ME? ASK FOR MONEY?

The basis of any fundraising plan is that someone asks someone for money. This is hard, especially at first. People will go to amazing lengths to avoid it. But without it, your fundraising plan

will fail.

FIVE STRATEGIES TO COPE WITH YOUR FEARS

1. Remember why you're asking. If you were asking for money to take a personal vacation to the beach, that would be one thing. But you're asking on behalf of people who are being tortured; who have sat for years in wet, dark prison cells because of their beliefs; who are waiting in crowded refugee camps, terrified of going home. They can't ask. We have to ask for them.

2. Practice. After developing your pitch, rehearse with a friend. The more you do, the more comfortable and confident you will be when you visit donors. Build confidence by getting friends to ask tough and challenging questions. Then you'll feel prepared for anything that could happen.

3. Ask yourself, "What's the worst thing that could happen?" Imagine the whole scenario: someone yells at you (highly unlikely), someone asks you tough questions (go back and practice more!), someone says "no." Imagine why someone might say no (she just gave generously to the United Way, he just got a huge orthodontist bill, the firm gives all its charitable gifts in January). It's OK.

4. Expect to hear "no" often. Accept that this is OK. As fundraising expert Joan Flanagan says, never count yourself out after two strikes, or even three or four strikes. Keep trying. You only need one home run.

5. Highlight fundable units in your budget, to focus on your concrete results. A relief fund for the family of a prisoner is especially good for this purpose. In selling stamps as a fundable unit, you could tell this story: Jack Healey once joined an AI mission to Swaziland on behalf of seven imprisoned students who were released by the government just before AI's mission arrived. The students told Jack they had received many AI letters in prison; they passed the colorful stamps from cell to cell, sustaining their hope of freedom. Who could resist buying stamps for Amnesty after hearing this story?

Another good example is the Santa Fe group's "Students for Students" project (see Section III). This group promotes the idea of human rights education to parents, teachers, and community leaders.

SIX MYTHS WHICH GET IN THE WAY OF RAISING MONEY

1. "Fundraising is schmoozing." No, you don't need to be wealthy, vivacious, or well-connected. You just need to market our product, the protection of human rights, which we've produced longer and more effectively than anyone else.
2. "Fundraising is begging." People who give money are making an investment. They have many different reasons for doing so, just as your group members have varied backgrounds and motivations.
3. "Only rich people give money." Americans earning under \$25,000 per year give away a higher percentage of income than those earning \$50,000 or more.
4. "The real money is in foundations and big business." In 1991, charitable groups in the U.S. raised about \$200 billion. Nine percent came from foundations and corporations, 91 percent from individuals.
5. "If we just do the letter-writing and campaigns, fundraising will take care of itself." Not.
6. "It's somebody else's job. I'm doing the really important stuff." Fundraising is human rights work. It accomplishes things you can't do any other way.

HOW TO LOCATE DONORS

A Group Inventory should help you identify potential donors. If you decide on a major donor campaign, you may want to expand the list in a second brainstorming session.

Good fundraisers watch other sources of information. Whose names are on the donor plaque at the local museum? Who attended the Red Cross gala? Who's listed in the back of the community theater program? Read the local paper carefully and keep your eyes open: there's a wealth of information which few people notice.

PLEASE do not use the national donor list to cultivate donors for your group. The New York office relies on you to look for

new donors because you have a big advantage: on-the-ground, in-depth knowledge of your community. Please use your local expertise to help make our total pool of donors grow.

WHY DONORS WANT TO GIVE

People give to Amnesty for at least four reasons. Here they are, from one (most likely to give with the least work for you) to four (longer shots).

1. Personal connection to Amnesty or your group. Members of your group. Relatives, friends, roommates, and associates of your members. Holocaust survivors, former refugees, or others who have experienced human rights abuses. Their relatives, friends, and associates.

If you absolutely cannot ask your family directly for money, consider alternatives. Can you give them AIUSA brochures and ask them to join? Would they install an Amnesty donation box at the office? Would your Mom's karate class hold a benefit kick-a-thon? (They may not say so, but your family members are probably proud of your work for AI.)

2. Beneficiaries of AI's work. To journalists, artists, and professors, Amnesty offers a kind of insurance: we protect everybody's free speech. Parents may see human rights education as a benefit for their kids; businesses benefit from good publicity; teachers and policy analysts use our reports.

3. Shared values. Churches value freedom of religion. Women's groups want to stop rape, including rape by police. Civil rights groups and African-American leaders want to make the justice system less racist, partly by ending the death penalty.

4. Emergency appeals. A couple who vacationed in Thailand may respond to a crisis there. News coverage of the situation in Bosnia may prompt people to give for a special action on the former Yugoslavia. Don't, however, let possible large gifts dictate your work. Fundraise to support the actions you most want to do.

LISTEN TO POTENTIAL DONORS

The rule of thumb is, "Don't kiss on the first date" (in fundraising, at least!) There are many ways to get to know potential donors: throw a party, call them on the phone, ask for an interview, ask an intermediary to approach them. You can

send a letter first, but sooner or later you must follow up with a call or personal visit. Otherwise your success rate will be low.

Listen before you ask. Learn the person's interests and personality (it's good to interview a friend of the person first, to get a basic sketch). Before you make a pitch, think of what would compel this individual to join AI. For a refresher, look over the "four reasons for giving."

PRACTICE YOUR PITCH

Once you have listened to potential donors you will know something about them. Keep in mind that they know little or nothing about Amnesty, and they will feel at a disadvantage when you begin explaining our work and mission. Put the donor's needs first; if s/he asks questions, listen and answer thoughtfully. (If you can't answer, it's better to say "I don't know, but I can find out and get back to you," instead of ignoring the question or replying vaguely. Questions give you a good reason for a follow-up call.)

Sell the clean floors, not the vacuum cleaner. For now, forget about Amnesty's internal operations. Focus on two points:

1. Human rights abuses are an urgent, terrible problem. People are suffering torture, execution, displacement, and unjust imprisonment. Right now. Use facts from Amnesty's International Secretariat in London:

- Today there are more than 3,200 known prisoners of conscience in some 65 nations.
- At least 294,000 political prisoners are now imprisoned without charge or trial.
- Last year more than 1,270 people reportedly "disappeared" after arrest by security forces in more than 20 countries.
- Prisoners are tortured or ill-treated in at least 104 nations.

2. Amnesty International effectively addresses the problem. With 1.1 million members, we are the premiere global human rights group. We have a proven record of freeing prisoners, stopping torture, and calling offending governments on the carpet. We apply a single standard to all governments. We work in the political arena but manage to be nonpolitical.

You might begin your pitch with a success story from your own group's work: a prisoner released, a family aided. The first 30 seconds of your presentation are crucial, and usually the human face of human rights abuse is more compelling than the abstract concept. (Consider your audience, though: a lawyer and a philosophy teacher may respond best to the language of their own professions.)

Try this exercise: close your eyes and remember when you first heard of Amnesty. What inspired you? What convinced you? Practice speaking in the mirror to your pre-Amnesty self.

HOW MUCH CAN I ASK FOR?

Even for professional fundraisers, this is a difficult question. For you it's easier: if you think someone can be a major donor, they can almost surely give \$200. Make a rough guess based on your research. Don't underestimate, because:

- Most people are flattered to be considered financially successful.
- Major donors want to contribute to a substantial project. If you ask for too little, they may undervalue your work or consider your visit a waste of time.
- If a donor wants to give less, he/she will usually name a figure, which you can gracefully accept.

After you have outlined the two basic points, the potential donor may ask, "How?" This is the time to describe your group's strategies, how the Urgent Action Network operates, or whatever else s/he wants to know. Keep with you a few quotations from former prisoners ("When the first two hundred letters came, the guards gave me back my clothes....") They are the most compelling testimony of Amnesty's effectiveness.

Potential donors may also ask, "How much of my dollar would go to human rights work?" You can assure them you are a local, all-volunteer group. If they ask, be prepared to explain your budget. You can explain that AIUSA is not a relief agency and it is difficult to compare our administrative costs directly with those of relief groups. But AIUSA meets Better Business Bureau and National Charity Information Bureau standards for spending the money we bring in.

ASKING

Once you have made a pitch and answered the donor's questions, you are ready to ask for a specific amount. Don't ask vague questions like, "Can we count on your support?" Be specific: "We need \$200 to join the campaign against police rape in India. Can you give that amount?" Or, "If three businesses give us a roll of stamps, it will support our letter-writing all year. Based on our experience this is the most effective tool for ending abuses. Can you contribute one roll of stamps?"

After you ask, zip your lip. Don't explain or apologize, just wait for a response. This is very hard at first. But silence after you ask is one of your most powerful tools.

Expect some "nos." Start with low expectations: "Our group will approach 10 people asking for between \$100 and \$200. We will try to get one 'yes.'" Expecting 100 percent success will plunge your group into despair.

THANK YOUR DONORS

Always, always write a thank you note as soon as you can, in 24 hours if possible. If the person pledged, send a self-addressed envelope so they can easily return a check.

Let them know how you use the money. A good newsletter is the best way to keep donors informed. Broadcast Al's successes and your group's energy. If you have a big success during the year (like a prisoner release), write or call major donors to say "thanks again" and share the good news.

THIS SOUNDS LIKE HARD WORK

If you think so, remember: you can do this kind of fundraising without spending a dime up front. It has been very effective for Amnesty groups in the past. If you ask only one potential donor, the strategy won't work, but if

you are willing to try hard, it produces greater and more reliable income than merchandise or events.

ASK AGAIN

Unlike special events (in which you more or less start over from scratch each time), you can build a base of major donors so that fundraising becomes easier and easier. Always ask again. Once donors invest, they usually want to follow up.

As a rule, touch base with donors four times a year (through a newsletter) and ask for money at least once. A second request might be an invitation to a special event.

Imagine you find four \$200 donors this year and three more next year. By year three you can make over \$1000 with very little work, just by resoliciting these donors. This is the greatest benefit of direct requests: long-term security.

You can use the process above to ask for in-kind donations, underwriting, or any kind of donation. The steps outlined above are the basic building blocks for every type of fundraising.

ON CAMPUS

If you are a campus group seeking money from administrators or a student funding committee, use the process above to make a good pitch for your group. Think beforehand about the benefits the whole school gets from your work. These include education in current events, international law, geography, history, and world cultures. To a college administration, Amnesty fosters diverse viewpoints as well as educating the college community.

Look for stashes of cash available for specific purposes: paying speakers, providing travel. Understanding the bureaucracy can help you find such funds; a sympathetic administrator can help.

If the school permits, consider looking for outside donors. Committed, sincere youth have **BIG** fundraising advantages because donors love to support the work of Fine Young Women and Men.

FUNDRAISING AND VISIBILITY: THE CRUCIAL LINK

Visibility means your profile in the community: how many people have heard about Amnesty? About your group? Have you shown them its effectiveness? Have you invited them to join? Your group's size and financial health depend on the answers to these questions.

Visibility is the cumulative effect of publicity: short-term efforts to send Amnesty's message to a specific audience during a certain period of time. AIUSA helps out with press releases, national events, and public service announcements (PSAs) which reach newspapers, magazines, TVs, and radios in your locale. You need to supplement this coverage with community-based publicity campaigns.

You don't have to wait for special events to raise your group's profile. Here are some strategies for free publicity:

- distribute extra newsletter copies
- get announcements in other groups' newsletters
- word-of-mouth with acquaintances, family, colleagues (effective)
- flyers/posters
- bulletin boards
- big outdoor signs (painted on a sheet or board, in a well-traveled location)
- computer bulletin boards/networks
- church bulletins
- school PA systems and assemblies
- school "blackboard blitz"--write a small announcement in the

corner of blackboards and sidewalks

- "table tents"--announcements propped on tables at cafeterias or restaurants

FLYERS. Ask if you can place small flyers in local businesses, laundromats, barber shops, salons, clinics, dentist offices, schools, community and rec centers, senior citizen and youth centers, libraries, employee lunchrooms, and unofficial mailboxes at schools or workplaces.

Get group members to keep a few brochures in their purses or wallets and place them on windshields of cars with AI bumper stickers or other friendly signals.

The College of William and Mary group in Williamsburg, Virginia, stuffed flyers into textbooks at the start of the fall semester. The flyers gave the date and time of their first meeting of the year.

One AI member writes: "When I fly on an airplane or use other types of transportation, I always bring a few anti-death penalty brochures to stick in the in-flight magazine or some other convenient spot. Like most people, I was in favor of capital punishment--until I learned the facts. Give a captive audience a choice between a controversial brochure and some fluffy magazine, and the controversy will get the reader. Who knows, maybe some people become members of All"

NEWSPAPERS. Advertise meetings and events free in papers' event calendars; don't forget ethnic, school, or other specialty papers.

Cultivate a local columnist: send a press release and invitation to a meeting, then follow up with a call. Ditto for feature reporters: watch bylines to find the best candidate, then call to arrange an appointment.

Try letters to the editor, including an open thank-you letter after a big event, reiterating Amnesty's goals.

Ask for a "Prisoner of the Month" column in a local periodical. (You can use Urgent Actions or campaign materials; Peacenet is a quick and easy way to locate up-to-date Urgent Actions--see "Resources.")

RADIO AND TV. Ask your Regional Office for radio and TV

PSAs or create your own from material in *Voices* or elsewhere. Send to local stations, cultivating contacts if possible so your work doesn't end up at the bottom of a heap.

Groups in Texas and Minnesota get publicity on local affiliates of National Public Radio by giving \$25, which entitles them to be named five times a day for X weeks. Call your local station for details.

Explore Public Access Cable. Many cable companies are required by law or contract to offer this service. Often you can get announcements or a whole show for very little cost, if you know someone who can help with filming. Or send PSAs to local cable stations; they often have a smaller number than radio stations and will broadcast them frequently.

PUBLICITY FOR EVENTS. See "Piggy-backing" in Section V: community events are a great place for publicity.

For a big event or raffle prize, give free tickets to local radio stations, so the station can give them away "to the tenth caller" and at the same time advertise your work. Invite a local station to broadcast on location from your event. Or organize a Radiothon (last page of Section V) for a fundraising and publicity extravaganza.

With all these free options, you shouldn't need to pay for advertising, but you might consider paying for a float, booth, or table at homecoming parades, annual community parades, county and state fairs, or ethnic festivals. The Randolph Macon College group in Ashland, Virginia, designed a Human Rights homecoming float. Group #87 marches in the annual July 4 Doo Dah parade in Columbus, Ohio. Group members and their kids dress as candles in (fake) barbed wire and pass out postcard actions and AI information to the more than 50,000 spectators along the parade route.

Ideally, an AI group should be a basic part of the community like the Rotary or Police Association. Presenting yourselves in this way by joining high-profile civic events, like those mentioned above, might pay off in your next membership drive.

SPECIAL SITUATIONS

MULTICULTURALISM

Multicultural development is a top priority for AIUSA. If you are a mostly white group trying to fundraise in diverse areas, be aware of cultural differences. Many people of color feel that self-help for their communities is their first charitable priority, as a matter of loyalty or sheer survival.

You can still fundraise multiculturally. Try to find an advisor or donor who knows people of color in your area. Consider designating a group member whose sole job for the year is to join the local NAACP chapter (for example) and participate in their events. Respectfully seek out and listen to allies, rather than insisting that they attend your events and listen to you.

Consider in-kind donations: for example, refugees may feel a strong personal connection to AI, and you could ask local Cambodian or Guatemalan families to contribute dishes to an international dinner.

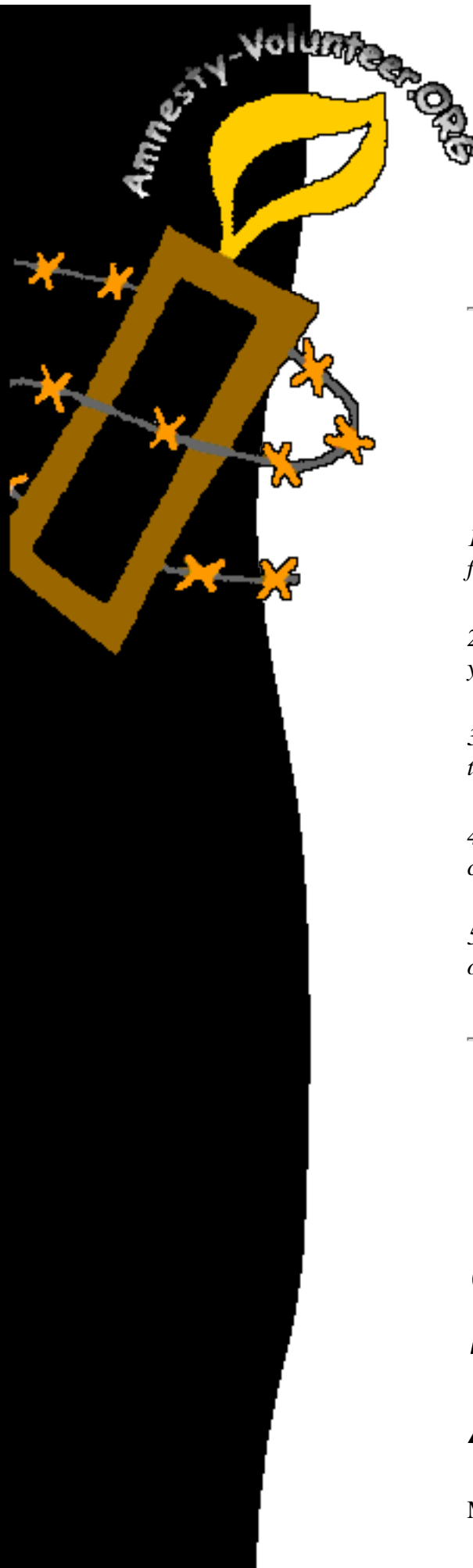
RURAL AREAS

Groups fundraising in rural areas should accept that everything will take longer; overhead costs will be higher; and volunteers will get frustrated more quickly. Rural people depend on each other in emergencies and may be reluctant to embrace a cause that might offend their neighbors. This is not "conservatism" but the need to maintain ties.

If you live in a tourist area, consider products or events catering to these outsiders. If you live near an interstate, offer late-night coffee and snacks as a service for drivers. Analyze your area carefully. How do people communicate? What do they enjoy? Where do they meet? Ohio AC Abe Bonowitz uses citizens band radio wherever he drives. On one trip he argued against the death penalty with a convoy of truck drivers. One had had both her husband and daughter killed in separate murders but agreed with Abe that the death penalty was biased. Abe met her at a truck stop to give her information on AI.

Kim Klein's book has more suggestions for fundraising in rural areas and small towns; see the book list in the "Resource" section.

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III. SELLING SERVICES: BASIC PRINCIPLES

- 1. Make local membership dues a fundamental part of your fundraising plan.*
- 2. Give a membership gift (usually called a benefit, and usually your newsletter) to thank members and keep them connected.*
- 3. Seek annual membership renewals for easy, reliable, long-term income.*
- 4. Consider charging a fee for services you provide to your community.*
- 5. For no-frills moneymaking, consider volunteer service options.*

-
- [Group Dues and Membership](#)
 - [Services Offered by Your Group](#)
 - [Volunteer Labor and Community Service](#)

Group Dues and Membership

ASKING FOR DUES

Membership dues should be a basic part of your fundraising

plan. They are an easy, dependable source of income from your constituents--the people who most want you to keep doing what you do.

You'll hear many arguments against group dues: "Volunteers give time, they shouldn't be asked for money." "Our members already give to AIUSA. We shouldn't ask twice." "Those who can't pay will feel left out" Time, however, is not money. Group members know you need both to do your work. Churches ask for donations 52 times a year; that's why so many stay afloat.

As for leaving people out, you can design a system that won't offend any volunteers. Groups can offer a limited-income membership or "sweat equity," a waiver of cash dues for members who come to a certain number of meetings or take on specified jobs (i.e., Case Coordinator).

You play a role in your school, town, county, or neighborhood which no one else fulfills. Many people who appreciate your work cannot attend meetings; dues give them a chance to invest in the group.

If you collect \$1.50 dues from 10 people who don't usually attend meetings and five who do, you've got \$225 before you even start to consider time-consuming special events. Mike McCloud of Bainbridge Island, Washington, reports: "For my AI group an appeal for donations at a meeting and to our mailing list is usually good for \$150 a crack." Group 79 in Weston, Conn., raises most of their annual budget through dues.

If your group absolutely rejects the idea of dues, offer them opportunities to donate for specific projects: "Maria's taking contributions toward her trip to the Regional Conference." "We can pull off the benefit if someone will donate \$50 for the ad." "If you want to contribute so we can fulfill our pledge to AIUSA, now is the time."

GETTING & KEEPING MEMBERS

The principles in Part II, Direct Requests, serve as basic guidelines for a membership drive. Analyze your prospective membership and ask, using the basic techniques for direct requests.

1. Invite people to join at each meeting and event. Wherever you

display Amnesty materials, make a membership coupon available. Put one in your newsletter.

2. For a focused approach to recruitment, see the New Mexico project outlined later in this section; it's been a big success.

3. Divide up the list of contacts from your brainstorming session and ask each group member to locate three new members (or five, or one--whatever the group decides).

4. If you have a newsletter, start with a reminder: "Please renew your membership before Thanksgiving, to receive our special Human Rights Day newsletter."

4. Arrange a one-night phone bank at a local office. Call members to thank them for past support, tell them what you've accomplished recently, and ask for a pledge. Promptly send thank-you notes and response cards (with return-addressed envelope) for pledge checks. Throw a Phone Bank party for core volunteers.

5. If you can't manage #4, divide your membership list among core volunteers and ask them to make the calls.

6. Send a letter describing your recent work and asking members to renew.

WARNING: this may seem easier than phone calls but the response rate will be much lower. Plus, phone calls are free if most members are local, while letters cost 29 cents plus stationery, envelopes, and printing. It's usually better to call.

Members provide steady income. Keep a careful record of gifts so you can ask again. For most groups, one annual membership drive is sufficient to contact all the people who donated over the past year. Autumn is traditionally the best time for such a drive, but consider your own constituents: when are they likely to give?

MEMBERSHIP GIFTS

You may want to offer members a concrete benefit as a thank-you. If you have a newsletter, this is a great benefit that keeps members informed of your work. It's also a good forum for

further requests. Each issue should include a coupon for gift memberships or donations.

If you currently give away your newsletter, take another look: could you introduce a "new, improved" newsletter as part of a membership drive? A good newsletter is a service. It offers unique information.

You can lower newsletter costs by applying for a bulk mail permit; if you have non-profit status under AIUSA's umbrella, you can get a non-profit permit, which is even cheaper. Also, the postal service will convert your address list to "Zip +4" format, free of charge, if you put your mailing list in the proper database format on a diskette. If all addresses are converted, you get a lower rate. Contact your U.S. Postal Service Business Center for details; a bulk mail guide is also available from the New York office.

If your group doesn't have a newsletter, you might consider starting one. You can also offer something else, such as:

- bumper stickers
- Amnesty buttons
- packages of notecards
- member packets (a letter-writing guide, Amnesty brochures, bumper sticker, publications guide)
- T-shirts
- SA V subscriptions (pass on subscription amount to AI USA)
- AIUSA memberships (ditto)
- copies of AIUSA annual report

Groups can also use premiums: incentives to join before a certain date. The group in Bethel, Ohio, used a very imaginative premium: members got a "Freedom Ride" on a local riverboat, including dinner and conversation with two former prisoners of conscience during the trip. Overhead costs were high (almost \$1000) but the membership drive netted \$700.

Some sample membership packages:

PACKAGE 1 [local group]

"For a \$20 donation, members receive our newsletter. Special donors (\$50 or more) receive a T-shirt. Special donors joining before May 1 become national members (the group sends \$25 to AIUSA)."

PACKAGE 2 [campus] "Membership is \$5 for students, \$10 for teachers, and includes an AI button. We're holding a special raffle just for members who join before September 30--one of those members will win dinner for two at [local restaurant donating dinner]."

Offering national memberships as a benefit and sending on \$25 (or \$15 for students) is especially helpful to AIUSA, which will count this toward your pledge.

Again, the fact that a few members of your group cannot pay dues should not lead you to argue that "all of us are poor" or "no one should have to pay." Those who care about your group should contribute to its health however they can. Most can afford the equivalent of one dinner at a restaurant, one round of golf, or one compact disc (make the most appropriate comparison for your group).

Services Offered by Your Group

SELLING SERVICES

Look at your Group Inventory and consider services you offer or could offer. Here are some possibilities to stimulate your thinking cells.

LETTER-WRITING TABLES. Yes, you offer your community the opportunity to write letters and save lives. Your service, their privilege! At one public event, an Amnesty volunteer told visitors, "Right here, for one dollar, you can write a letter and help save a life!" The response was very positive.

Christine Holub of Group 471, north of San Diego, California, reports that they cover the cost of tabling by asking for 50-cent donations. She says, "We have been able to collect quite a few individual letters for our prisoner by doing this, at no cost."

Some groups have found shopping malls are effective places to set up a table and ask for donations. (TIP: If you put out a donation jar, make sure it's large, made of see-through plastic or glass, and "seed" it at first with a dollar bill and some change.)

Tower Records permits AI groups to set up tables in their stores (incredible crowds on busy pre-holiday Saturdays). You can't sell anything, but the local store might allow you to take donations.

AMNESTY-O-MATIC. Another way to make money from letters: construct an Amnesty-O-Matic, pioneered by the group at University of California School of Law, Davis. This is a quick, one-stop box containing copies of a current Urgent Action, Amnesty brochures, paper, and envelopes; there are slots on the side for 50 cents and the finished letter. These are particularly effective on campuses. Students and faculty can drop by to write letters at the most convenient time.

HUMAN RIGHTS LIBRARY. Does someone in your group own a growing collection of Amnesty reports and human rights books? You can start a Human Rights Library as the benefit you promote in a membership drive. (For students, the library would be a special resource for term paper research). Or, charge \$5 for a library pass.

SPEAKERS' BUREAU. Are group members willing to research and speak on Amnesty-related topics? Start a Speakers' Bureau and ask a fee (\$50 or more) for presentations to local civic clubs, classrooms, or other forums. This is a great excuse to read that book about Africa, or find those statistics about rape, that you've meant to do all year. Make money and increase your expertise I

COMMUNITY WORKSHOP. Experienced members could hold a workshop to teach an Amnesty-related skill:

- Gaining Access to Public Officials
- Effective Public Speaking
- Bringing Human Rights to the Classroom
- Successful Fundraising

Market your seminar to members of other non-profit groups, teachers, or another specific audience and charge a modest fee

(check the going rates in your area and undersell them).

VIDEO LIBRARY OR SPEAKER. Does someone in your group keep a video collection, with films like *The Killing Fields* and *Closet/and?* You can offer to show educational movies with a 15-minute introduction and a question-and-answer session at the end. (Ask for a "suggested donation" for your services and expertise, rather than charging a fee. Charging a fee to show a rented movie is illegal.)

LECTURE SERIES. Panel discussions and visiting speakers are services many groups offer their communities. You can ask for an admission fee, but this may reduce attendance unless the speaker is Bishop Tutu. Some groups have run successful fundraising lecture series by choosing the subject carefully and devoting many hours to good publicity.

Unless the situation is formal, with an honorarium, you can always pass the hat and ask for donations to cover speakers' costs. These should be kept to a minimum (for example, it's fine to ask visitors to stay in a private home rather than a hotel).

NOTE: Many former victims of human rights abuses show tremendous commitment to AI, taking time off from work and family to tell their difficult stories over and over. AIUSA now requires groups to pay honoraria to former POCs. Ask your AC or regional staff rather than contacting a former POC directly.

The reason a lecture is often a poor fundraiser is that the event speaks to your group's needs, not necessarily the public's. A Speaker's Bureau takes your work to different forums. Civic groups and churches desperately seek speakers for their own meetings. Afterwards, they are too tired to go to your meetings. Go figure!

Don't automatically look for a speaker. Ask yourselves why you want the speaker. If there are important reasons (visibility, inspiration) you can do it and still pass the hat and/or mention your membership program. Or plan a fundraising event to coincide with the speaker's visit (see Part V, Special Events).

"STUDENTS FOR STUDENTS. Group 122 in Santa Fe launched an all-out effort to bring Amnesty's message to local schools, grades 1 to 12. They wrote grant proposals and asked local businesses to underwrite; they gained the support of many parents who became interested in Amnesty through their children.

The group followed a six-step process:

1. They put together two sets of materials for teachers in grades 1-4 and 5-12. These included newsletters and lesson plans from the Human Rights Educators Network, letter-writing info, brochures about AI, and for older students, information on starting a student group.
2. They called the Superintendent of public schools and the heads of private and parochial schools, asking for permission to launch the program. Where necessary, they made presentations to school Boards.
3. They presented the program to teachers at start-of-the-school-year staff meetings and asked interested teachers to sign up.
4. Individual members of the group "adopted" schools and teachers, calling them to check on their progress. In some cases they visited classrooms for a letter-writing demonstration and promoted the program by speaking at school assemblies.
5. They publicized the program. In the first year, they held a presentation at a downtown hotel (donated space) in which eight children, grades 1-8, read from their letters on behalf of disappeared children. The group sent press releases to local newspapers and advertised the program at all their events. The result was "a fat handful" of press clips (including an editorial praising the program) to show to potential donors and schools who are considering the program.
6. They sent thank-yous to everyone who participated or helped in any way, building goodwill to help the program grow.

Lee Purcell, who initiated this project, reports that Group 122 has grown from three members (in February, 1991) to 20 active members, 10 members for special events, 15 more who pay dues, 10 major donors (\$100/\$300 per year), and five business donors! In the first year, eight teachers and 170 students participated; the second year grew to 200 teachers in 23 schools. It's still growing and "funds are rolling in." For more details see the April 1992 *Monthly Mailing* or send a self-addressed stamped envelope to Lee, 324 McKenzie Street, Santa Fe, NM 87501.

SERVICES, THE SEQUEL:

VOLUNTEER LABOR

You can market group labor without an AI tie-in. Be sure to weigh the time involved: will the group feel they are exhausting themselves on a project with no human rights component? Is it worth it, as a onetime capital-raising venture? Can you add a human rights component? If you plan a carwash, for example, you could set up a human rights info table and ask drivers to sign petitions while you wash their cars. You could also give each customer a free AI bumper sticker and offer to install it immediately. More ideas:

BALLPARK CONCESSIONS. Group 206 in Minneapolis has raised money by working concessions at the Metrodome (home of the Twins and Vikings). About 12 group members worked behind the counter "selling hot dogs, pop and beer to die-hard Twins fans." Some minor league stadiums have similar deals; sports facilities seem desperate for service crews.

According to Jeff Scharlau, Group 206 brought in \$200 to \$400 for each night's work. Jeff's suggestions for other groups:

If the stadium offers a percentage cut, pick dates early and ask a fan which visiting teams will draw the biggest crowds. Send several people to the training session so there will be more than one authorized cash manager. Also, enlist friends and supporters. This will give you maximum versatility for staffing a series of games. Get ready to be a "sweaty, stinky, avowed vegetarian" by the end of the night!

BIKE RACE VOLUNTEERS. Group 223 in Mansfield, Ohio, provides workers to keep pedestrians off the road during an annual bike race. They get acknowledgement and publicity, plus part of the proceeds--usually over \$300 for three hours of work.

AMUSEMENT PARKS. Theme parks rely on summer workers and suffer drastic staff shortages on spring and fall weekends. Some pay excellent rates to non-profit teams who work for one day; each park's program is different, so call to inquire.

ODD JOBS ON CAMPUS. The University of Virginia group made \$200 by helping campus staff conduct a building census (counting traffic flow). Many campuses offer odd jobs to student organizations--from cleaning up after concerts to punching tickets at sports events.

COMMUNITY WORKSHOPS. Is one of your members an

expert golfer? Can someone quilt? Repair transmissions? Talk about the history of blues music? There may be a local market for a class. Assess potential interest, ask around, and see if it's worth a try. (If you teach waterskiing, check out the insurance situation I)

EXCURSIONS. A group member may own a boat and know where and how to go whale watching; or may be willing to lead a wildflower walk, camping trip, or fly-fishing expedition to the area's best trout stream. Relaxing fun-raisers!

GROCERY COUPONS. Some groceries offer coupon-based fundraising aid for local charities. One AI group purchased tickets worth \$5000 of groceries, at a cost to them of \$4000. They resold the tickets door-to-door and to friends and colleagues for \$1000 profit. (This requires a big investment upfront--collecting purchase pledges in advance might be a good idea.)

COMMUNITY SERVICES

Here are some services your group might offer; AI groups have used many of these ideas. Be sure to check out the basic principles of merchandising, Section IV. Start small, and find a marketing consultant before you launch anything big.

- Childcare

- Car washes

- Singing telegrams

- Shopping/running errands

- Tutoring

- Yardwork

- Pool cleaning

- End-of-the-year cleanup of classrooms, bookshelves, labs, etc. (for teachers)

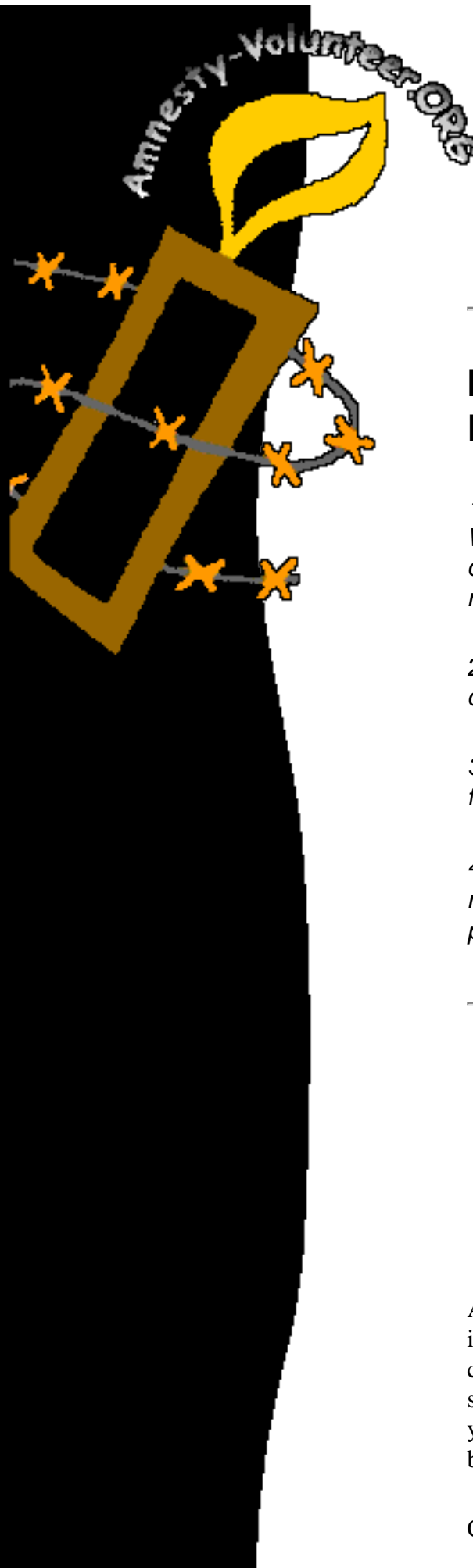
- Moonlight serenades

- Painting
- Haircuts (if you know how)
- Makeovers (ditto)
- Painting
- Playing music for a reception or party
- Curbside house numbering
- Housecleaning
- Window-washing
- Recycling pickup (if your community does not have curbside pickup; in some areas you can sell the cans and bottles for further profit)
- Cooking meals

And finally, you could follow the example of two Texas women who ran an "Old Goat Removal Service." As part of a massive drive to save a local hospital, the ladies took their goat into local businesses and charged a \$5 fee to take him away.

BOTTLE RETURNS. If your state has a bottle bill, Tom Gill of California suggests asking neighbors to set aside returnable bottles. Going house to house, a small group made \$200 this way.

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IV. MERCHANDISING: BASIC PRINCIPLES

- 1. Keep production costs absolutely as low as possible. Whenever you can, sell free, donated merchandise. If you can't get donated goods, sell low-cost, expendable merchandise.*
- 2. Research potential buyers and the forums in which you can reach them.*
- 3. Consider an auction or raffle to increase your income from special merchandise.*
- 4. Before launching any long-term, high-investment merchandising plan, seek advice from marketing professionals.*

-
- [Finding a Market](#)
 - [Donated Goods](#)
 - [Inexpensive Goods](#)
 - [Christmas Tree Sales](#)
 - [Auctions and Raffles](#)

Amnesty groups have long relied on merchandise to generate income, but some have lost money using this approach. Be careful about investing large amounts in a big merchandizing scheme: is there another, less risky way to make money? If you're absolutely committed to the idea, get expert advice before you start.

Companies may approach you to sell magazines, candy bars, or

other products for a percentage of profits. As a rule, AIUSA does not recommend such partnerships. Most of the money will go to the company, which operates for profit, not charity (despite what they may tell you). And AI's name is risked through close association with a company we know little about. Marketing your own products will generally get better results.

FINDING A MARKET

Here are some questions to consider:

Should you publicize the sale? If so, go back to Section II on "Visibility," for ideas.

NOTE: If your state has a sales tax and you haven't registered to collect this tax, it's illegal to advertise things for sale. In forums such as your newsletter, offer benefits rather than merchandise ("For a \$25 donation, you can get this T-shirt").

Where are people most likely to buy? Consider piggybacking onto a popular event (more info on this in Section V). One idea: Mindy Steuer of Group 283, Sacramento, Cal., reports that the Grateful Dead open their concert parking lots to any vendors who want to set up shop.

WHEN will people buy? Small gift items sell in the fall, before the holidays; tourist-oriented items are good in the summer; sugary snacks sell during mid-afternoon breaks rather than at 8 a.m. (well, OK--it depends on customers' breakfast tastes.)

Do local or state laws apply? For example, if your state has a sales tax you may need to register. If you plan to prepare food, check license laws for food preparation.

Don't forget the group sales column in *Amnesty Action* (see Resources section). Group 87 in Columbus, Ohio, makes an average of \$700 each time they advertise their shirt styles to national members.

SELLING DONATED GOODS

This is a no-lose proposition and the reason why bake sales are an old favorite. You CANNOT LOSE MONEY selling brownies and cookies your members gave for free. And who can resist chocolate chips?

FOOD SALES. Group 122 in Santa Fe has raised up to \$400 on a bake sale. Tom Gill of Davis, Cal., says their group doubled their income on bake sales when they stopped putting prices on anything! Instead, they request donations. For every jerk who gives them a nickel for a brownie, two other people throw in a dollar bill.

EGG SALE. Using this technique, the group at Edward G. Murrow High School in New York raised over \$100 in three hours with only seven people. Volunteers went to House A and asked if the occupant would donate an egg to AI, then went to House B and asked if the occupant would buy an egg from Amnesty International for whatever price they felt was suitable. They also handed out AI literature.

BOOK OR MUSIC SALE. Like a yard sale (see below), but exclusively books or second-hand cassettes, albums, and CDs. The Tacoma, Washington group asked members to bring paperbacks to the next meeting; the group sold the books to each other for 50 cents. Tacoma AC Virginia Hatch notes, "Small scale, but zero effort."

SINGLE OR "LONELY" EARRING SALE. Get donations from people who wear earring pairs and have odd ones lying around because the twin is lost. Sell them to people who wear only one earring or have an extra piercing in one ear.

GARAGE/YARD SALE. Jane Jerome of the Palo Alto, Cal. group reports that they make \$2000 to \$2500 off their rummage sale, held every other year in September, when Stanford students return. "All the members spend the summer asking friends who are moving or cleaning house for donations, which we store in a garage. Leftovers are donated to Goodwill."

Group 88 in Tucson, Az., suggests asking donors for articles appropriate to the time of year. After their summer yard sale it took months to sell some ski equipment!

Here's a report from Group 133's yard sale in Somerville, Mass. Their sale lasted from 10 to 4 on a Saturday in mid-September.

"Donations for the sale came from group members. We made \$750 even though there were no 'big ticket' items like furniture.

For the site, we chose a member's yard, on a busy side street with lots of pedestrian traffic and cars, but easy for people to pull over quickly and park.

"We placed a newspaper ad and hung bright, easy-to-read signs at all the nearby intersections and in front of the house. Put large arrows on them!" The group also hung flyers at a nearby Saturday market.

"Planning and materials needed: minimum \$50 in bills and change; lots of steady tables; clothing rack (clothes sell better on hangers); price labels (mark everything!), paper and safety pins for pricing items when labels won't stick; cash box; newspapers to pack fragile items; assortment of bags; separate table for Amnesty literature and petitions, with something to hold these down so they don't blow away.

"Tips: Hang some signs around the area a few days before the sale. Set a rain date. Also, contact other AI chapters to solicit donations and customers. Arrive early! The first 20 minutes of our sale were total pandemonium, things were not yet unpacked or priced and customers were aggressive. You need twice as many volunteers in the morning as in the afternoon. Have a separate cashier table and make sure someone watches the cash at all times. Keep small, valuable items (like jewelry) someplace conspicuous where they can be watched."

SELLING INEXPENSIVE GOODS

If you invest in merchandise, think small. It is often easier to sell 20 pencils or buttons for \$2 each than two posters for \$20 each. As a rule of thumb, you should sell the goods for 1 1/2 to 2 times their cost to you. If this makes the price outrageous, comparison-shop for a better deal.

Expendable items are even better. After selling people stationery, pens, or food (also services; see Section III) you can turn right around next month, or next year, and sell them the same thing again.

Whenever you buy anything for resale, ask "Do we like it? Would we buy it?" If not, think carefully about what you will do if you end up with many unsold items. Refunds are mandatory. It is the buyer's prerogative to return an item.

All Amnesty groups can use the image of the candle in barbed wire and the Picasso sketch of an imprisoned man visited by a dove. You must get permission to use other images on merchandise. For local designs, it is a good idea to sign a written contract with the artist.

Some merchandise which Amnesty groups have tried, with varied rates of success:

- note cards
- postcards
- stickers
- notepads, memo pads
- candles
- friendship bracelets
- flowers (can a member grow them at home? how about herbs?)
- buttons
- bumper stickers
- magnets
- mugs
- cups
- T-shirts
- sweatshirts
- bike caps
- baseball caps
- headbands

- shorts
- socks
- patches
- key chains
- pins
- homemade earrings
- pens/pencils (great AI tie-in!)
- Valentines
- stickers
- gym bags
- tote bags
- posters
- artwork
- music cassettes
- balloons (please note: Amnesty has a policy against balloon releases, which injure sea animals and birds when the balloons fall back to earth)

PUMPKINS. Group 223 in Ohio sold pumpkins they raised on land loaned them by a local farmer. An almost free fundraiser.

HANDMADE BUTTONS. A group in Minneapolis bought a button-making machine and designed simple buttons in several sizes. During a meeting, group members' children colored the buttons so each one was different. By spreading the buttons out on a table to show that each one was unique, the group sold the buttons rapidly at \$2 apiece (mostly in a local mall).

COFFEE AND DOUGHNUTS. Group 61, U. of Michigan, writes, "We raised \$257.73 by having a three-day coffee and

doughnut sale in the lobby of a major classroom building. It took three people to staff the table during the heaviest traffic, between classes, two selling and one keeping the tea and coffee supplied. The table was open from 8:30 a.m. to noon. We made coffee in a 100-cup urn, replenished from a 30-cup urn. Hot water for tea was available in another 30-cup urn.

"Each day we sold 35 dozen doughnuts and used three pounds of coffee, 50 teabags, 400 napkins, 200 sugar and 130 creamer packets, 200 stirrers, and 250 cups! We kept AI literature on the table, made a number of friends, got some small donations, and got at least one new active member for our group."

FORTUNE COOKIES. The group at Governor Livingston High School in New York made \$100 selling Amnesty fortune cookies. They bought 500 cookies from a local Chinese restaurant for \$15, then stuffed them with personalized AI fortunes. The cookies sold two for 25 cents.

T-SHIRTS. T-shirts, clothes, and totebags usually require heavy upfront investment. Be sure your design is good and you're not running the group into massive debt! As a rule, set the price between 1 1/2 and 2 times what shirts cost you. If this is a price you wouldn't pay, you're paying too much for the shirts--look elsewhere. AIUSA has a special deal for inexpensive T-shirt printing from member Rick Roth of Mirror Image, Inc., 251 Albany Street, Cambridge, MA 02139, (617) 864-8502.

Several student groups have held "Tie Days": pay a fee, get a shirt and tie-dye lesson. Shirts with an Amnesty message have the added benefit of future publicity.

CHRISTMAS TREE SALES

This is a door-to-door sales effort which works for a number of non-profit groups. In October, locate a Christmas tree farm willing to sell cut trees for, say, \$10 each, on Dec. 3 and Dec. 10 (possible Human

Rights Day tie-in!). Locate a truck for free use on the same two dates. Then make up a receipt entitling the bearer to a freshly-cut tree on one of the two dates, to be picked up at a central location. (Make sure receipts can't be easily photocopied; it's best to number them and record buyers' names.) Sell the receipts door-to-door, through your school, or at other events. Sign up

volunteers to work each date. Take the volunteers in the truck to the Christmas tree farm, load the trees, take them to the central location, and help customers locate and load their trees.

AUCTIONS AND RAFFLES

These are great ways to make even more money on donated merchandise. NOTE: many states require a license for a raffle.

AUCTION EXTRAVAGANZA. The Seattle cluster has made thousands of dollars with its annual auction of donated goods and services, preceded by a dinner. They get the donated labor of a professional auctioneer and hold the event in the fall (traditionally a strong time to fundraise; many people bid for items to give as gifts). Donated items have included use of a canoe for a weekend and dinner for four cooked at the buyer's home.

SILENT AUCTION OF UNIQUE SHIRTS.

The College of William and Mary group in Virginia got a local T-shirt store to donate 15 shirts, then asked 15 student artists to decorate one on an Amnesty theme. They displayed the shirts for a week in the campus center (behind glass) with a bid sheet posted. A passerby could outmatch the last bidder by writing down his/her name, address, and bid. Two shirts sold for \$30 each; the group raised over \$200.

ART AUCTION #1. Group 467 in Los Angeles, California, cooperated with a local art gallery for a successful auction. The

group charged \$25 for admission to a "sneak preview" the day before the gallery's semi-annual auction. They publicized the event with an invitation to the gallery's mailing list and the Al list (postage donated). At the preview, prominent restaurants donated food and several donated artworks were auctioned. The group made several thousand dollars on the auction, several hundred on admission. They report that "good relations and clear, regular communication with the gallery are a must."

ART AUCTION #2. Groups in Denver and Boulder, Colorado, paired 24 artists with 24 current prisoners, requesting a piece of art that reflected the case. During the five-week exhibit groups held a pop concert and a play (see "Resources").

ART SHOW/AUCTION #3. Joe Tuchinsky of AIUSA's Conscientious Objector Support Network suggests holding an art show or auction and putting a "vote box" in front of each piece of art for donations. The work winning the largest amount of money is designated "show favorite" and the artist wins a plaque or prize.

AUCTION #4. To aid an imprisoned political cartoonist in Uruguay, Group 467 got Paul Conrad (*L.A. Times*) and Garry Trudeau to give cartoons for an auction. Coordinator Stan Lieberman says, "OK, so this is L.A. and the cartoonists were very well known; but even in smaller cities the local paper's cartoonist would be well known. The atmosphere of an auction is fun-filled and positive."

CELEBRITY AUCTION. The Wesleyan University group raised \$1,007 this way. They wrote to musicians (from Randy Travis to the B-52s) asking them to donate an item for the auction. (Addresses are in *Who's Who in America*, *American Biography* magazine, and fan mags.)

Gabriel Kasper, coordinator, says the group used a computer mail/merge to generate 160 request letters and got 21 responses. After this they publicized the auction on colorful flyers with questions like, "What would you pay for an autographed R.E.M. videotape?" A prominent campus figure served as auctioneer.

NOTE: Before contacting celebrities, check with the regional office to make sure multiple parts of AI aren't bombarding the person with requests. Celebrity auctions are becoming popular and celebrities are less willing to give. You could try sending an album cover or other object with a postage-paid container, so they can just give their signature and return the item. For sports figures this is standard protocol.

STORE RAFFLE. Sarah Stewart's group in Berkeley, Cal., got a local gift shop owner to raffle "a choice of any item in her store." Both the store owner and the group sold tickets; the group got the money, the store got great publicity.

Another Amnesty raffle organizer notes that people are more likely to buy a ticket when you offer many small prizes, rather than one big prize, because their chances of winning something skyrocket. Smaller prizes may also be easier to obtain.

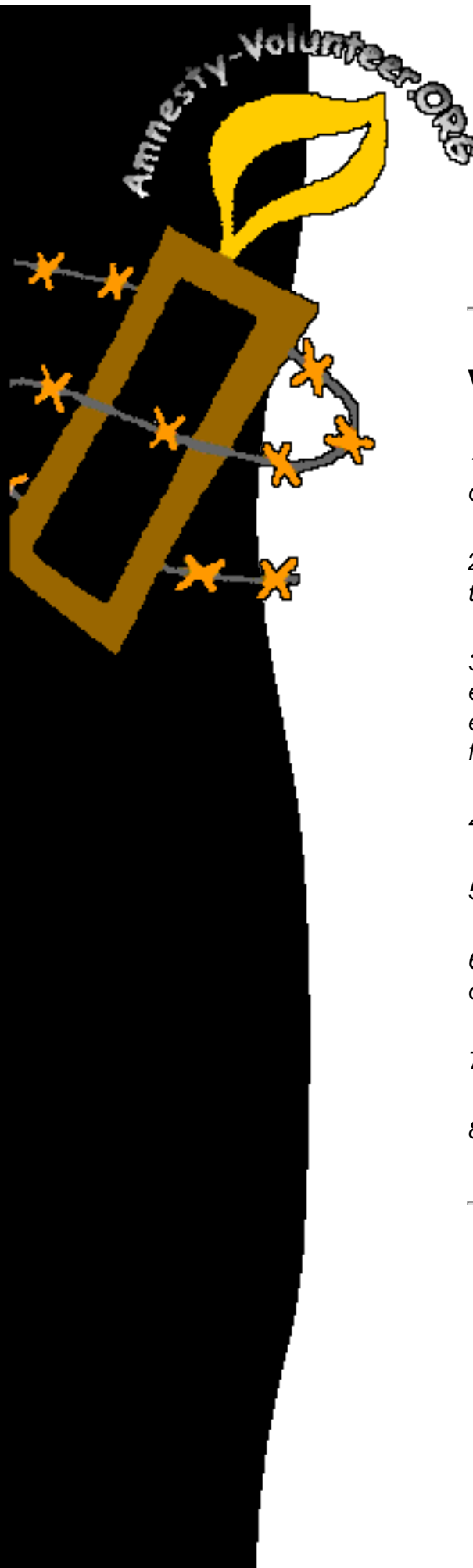
An even bigger project: the Santa Fe group asked a local natural foods grocery store for an in-kind donation. The store offered to hold a Five Percent Day: the AI group got 5 percent of the whole

day's profits! This was \$1 ,705, and the group made more money by selling memberships and buttons at a table in the store.

MERCHANDIZING EVENTS

Some sales cross the border into "events." For pancake breakfasts and opera evenings, we move on to Section V...

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V. SPECIAL EVENTS: BASIC STEPS

- 1. Learn the pros and cons of special events compared to other fundraising strategies.*
- 2. Plan ahead, scheduling more preparation time than you think you need.*
- 3. Don't get grandiose: when in doubt, plan a smaller event rather than hoping for extra volunteers who may not exist. You can build on modest successes but not on giant flops.*
- 4. Distribute work clearly and fairly.*
- 5. Keep overhead costs absolutely as low as possible.*
- 6. Offset overhead costs by seeking sponsors and in-kind donations before the event.*
- 7. Thank everyone who helped out.*
- 8. Evaluate the event before you plan another one.*

-
- [The Role of Special Events](#)
 - [Special Event Planning and Evaluation](#)
 - [Events with an Amnesty Tie-In](#)
 - [More Amnesty Favorites](#)
 - [Events with Food](#)
 - [Holiday Tie-Ins](#)
 - [Events with Music](#)

THE ROLE OF SPECIAL EVENTS

Fundraising expert Kim Klein notes that events are "the most common fundraising device used by small organizations and the most misunderstood." Special events have at least three purposes:

- publicity (to enhance long-term visibility)
- fundraising
- human rights action

If you just need money, don't automatically plan a special event; look at all options. Consult the following chart for pros and cons of different fundraising methods.

WHAT KIND OF FUNDRAISING?

THE NEED	BEST STRATEGIES
fast, sure cash, low risk	dues, direct requests to donors, fees for services, service jobs, no-overhead sales (bake sale, yard sale)
steady income for next year and beyond	dues, direct requests to donors, well-run merchandise program, annual event which improves over time
publicity, group growth, possible cash return	special event

PIGGYBACKING

Special events are risky. Getting people to leave their homes and come out to support you is one of the hardest jobs a group can undertake. To reduce risk, consider piggybacking:

instead of holding your own event, attach yourself to one you are sure will draw a big crowd. You could try an established farmers' market, kite festival, Earth Day celebration, county fair, ethnic festival, Fourth of July event, powwow, bluegrass gathering, or whatever attracts people in your area. Three-quarters of your work is done for you. The audience is guaranteed.

Some projects which Amnesty groups have piggybacked: sales (in Section IV), face-painting, food, letter-writing table, pony rides, a "Fish for Freedom" game for kids, and a "Dunk the Dictator" carnival booth.

SPECIAL EVENT PLANNING

1. Start with your annual plan and group inventory. What role does the special event play in your overall strategy? What special skills and strengths does your group have?
2. Hold a brainstorming session. (basic rules in Section I).
3. Narrow down to two or three ideas and evaluate: Who's the audience? Why do you think they'll attend? How will you publicize the event to reach that audience? How large are the up-front costs? How much are you risking? What would your finances look like if the event was a dead loss? What sort of in-kind donations would you seek? Who would give them?
4. Once you pick a project, ask:

How much time do we need to plan It? As a rule, big events need six months of advance work and small ones need three to four months. Underestimating lead time leads to volunteer burnout.

When is the best time? Would the proposed date conflict with a religious holiday, major sports event, student break, exams, or summer vacations?

Where's the best location? Is this the cheapest option? If not, is it really worth the extra cost? Do we need a bad-weather alternative?

How can we keep costs down? Can we sell advertisements in the program? Get in-kind donations? Find underwriters? If so, how will we acknowledge their support? Ideally, cover all costs before the event begins, so every penny is profit.

Who will do the work? Are there enough volunteers to pull it off? If you just want your Write-A-Thon to produce 100 letters, two or three planners can do it. If you want 100 letters, \$500 income, five new group members, and a major newspaper story, assign two or three people to cover each goal. For really

successful big events, more than one group should plan to work together.

Will you introduce AI information? How? How will you evaluate success? That is: what are your specific, measurable goals?

INSURANCE

For a major event, you need insurance. AIUSA can provide coverage for roughly these costs: walks/runs, *6-20; demonstrations/marches, *560-600; conventions, *540-585. Musical events require entertainment insurance. Contact Andrew Khoo in the New York office at least three weeks before your event.

Groups which can find cheaper local insurance (or an underwriter) are encouraged to do so. AIUSA is working with its insurance company to develop specific criteria on when to purchase insurance and will pass on these guidelines as soon as they are ironed out.

EVALUATION

If your event is a success, evaluation is easy. You just fine-tune your plans for the next time: "A few Write-A-Thon pledges never came in. Next time we should collect pledges in advance." "Great concert attendance, but nobody wrote letters. Next time, we should just bring petitions."

If your project is a disaster--after six months of hard work, you're \$100 in the hole—what should you do?

1. Don't blame each other. If you, personally, know you screwed up, it helps to admit your mistake, but don't blame others or let the group descend into quarreling.

2. Figure out what went wrong. The most obvious possibilities:

- poor goal-setting: you needed funds but your event focused on letter-writing
- poor planning: you miscalculated the needs and interests of your audience; or the project was too big
- inconvenient time, date, or location

- you didn't get the right permits or go through the right channels
- poor publicity: not enough, not soon enough, not compelling
- you did "the same old thing" even though it didn't work very well last year
- you refused to do "the same old thing" even though it worked great last year

3. Look through this guide for advice on raising fast, risk-free cash to recoup any losses. (Consider asking for membership dues or seeking major donors.)

A SMORGASBORD OF SPECIAL EVENTS

... BROUGHT TO YOU BY AMNESTY VOLUNTEERS
ACROSS THE U.S.A.

EVENTS WITH AN AI TIE-IN

Wet T-shirt contests and slave-day auctions are not appropriate for Amnesty groups; they send an anti-human rights message. Other events' human rights themes make them especially appropriate.

WRITE-A-THONS

The basic concept, as you probably know, is to solicit pledges for writing Amnesty letters. Many successful Write-A-Thons have been held all over the country. Some have focused on letter-writing, others on fundraising; some have been small, others have been giant, cluster-wide productions. Here are tips and variations culled from volunteer experience.

AT A MEETING. Group 147, Wilmington, Del., held a Write-A-Thon at a regular meeting but promoted it as "bring-a-friend night," doubling the number of letters.

UPSCALE. Group 116, Eastham, Mass., held their Write-A-Thon in an art gallery, serving wine and snacks and providing live jazz to write by.

SPECIAL DISPLAYS. Group 111, Teaneck, N.J., displayed a

large world map with markers on the countries to which participants were writing. Group 53 in Fayetteville, Ark., set up "Thermometer" posters marking progress toward two goals, income and number of letters.

LOCK-IN. The Iona College group, N.Y., held a lock-in Write-a-Thon. Students couldn't leave until they had written the allotted number of letters.

SPEAKER. The Middletown, Conn., group brought in former Chilean prisoner of conscience Reverend Camilo Cortez to speak at their Write-A-Thon.

PLEDGES IN ADVANCE. Each member of the University of Virginia group agreed to write 10 letters and showed potential sponsors the list of prisoners they would write for. The group collected pledges in advance and brought them to the event, so no one had to spend weeks chasing down unpaid pledges. In a busy location, free pizza and soft drinks drew a few passersby just for letter-writing.

WEEKLONG. Group #481 in Sunnyvale, Cal., set a goal of writing 300 letters in a week. They asked for a 5-cent pledge up to the goal of 300 total letters, so that most sponsors gave \$15. Others pledged more, less, or a flat sum. The coordinator asked each group member for a specific commitment (suggested: 10 letters, five sponsors, for \$75). They started the week with an inspirational, motivating speech by a former POC from Iran. After a week of letter-writing at home they held a final letter-writing party with concert videos, food, drink, and stamps for those who wanted them. They decided to focus on fundraising, not press coverage, and raised over \$1500. They wrote 450 letters.

LITERATURE READINGS

Often on a human rights theme. Two examples:

WOMEN AND HUMAN RIGHTS. Edie Williams' group in San Francisco got four noted women authors (Kay Boyle, Dorothy Bryant, Jessica Mitford, and Grace Paley) to read together from their work. "We filled an auditorium with about 500-600 people," they report. "We also taped the readings and sold tapes afterwards by doing a mailing to everyone who came. Total entrance fees, about \$4200; total in tape sales, about \$200."

HUMOR. Group 83 in Washington, D.C., held a benefit reading

by Art Buchwald at the home of a friendly Member of Congress. Minimum donation was \$5 with further donations requested at the event (plus profits from a cash bar). The group raised several thousand dollars. The coordinator credits this success to lots of preparatory work and "having the event in a place where people will come."

Other Amnesty groups have tried an "Amnesty Cafe" with coffee, baked goods, and human rights literature. Special guests read continuously in one cafe; another featured brief readings once per hour.

POSTER CONTEST

On human rights themes ("Refugees," "Ending Torture,") a Washington, D.C., contest reached thousands of high school students with Amnesty's message. Notecards from one of the winning designs served as a further fundraiser (see Section IV for merchandising art of all kinds).

CELEBRITY RECEPTION

You can fundraise while honoring a visiting human rights speaker or guest. This may increase attendance at the lecture, since people will come for the chance of meeting her/him in advance. Dinner at someone's home will also work; be careful about overhead costs if you plan a benefit dinner at a restaurant.

PRISONER BIRTHDAY PARTY

For an absent, imprisoned guest. In San Mateo and Santa Clara, Cal., 25 high school groups and their AC, Rena Margulis, planned simultaneous birthday parties for Czech prisoner of conscience Jiri Wolf. Each school planned its own program to honor Wolf's 36th birthday.

NOTORIETY POLL

Group 94 in Seattle set up a table on campus asking passersby to vote for the country they thought was the worst offender of human rights, by placing money in a jar labeled with that country's name. There was a jar for every country plus a "world jar" (for invalidated votes, i.e., for a person or political party). The jars stayed up for a week, raised \$144, and garnered lots of interest, new group members, and great publicity on radio and TV. (NOTE: In keeping with Amnesty's policy of not comparing the reputations of human rights violators, you should

focus publicity on the poll itself and the range of countries cited by Amnesty, rather than the poll "winner." Use judgment; such a poll might have sent the wrong message, for example, during the Gulf War.)

CHILDREN'S SHOW

Creative human rights message through puppets or magic; choose something short for short attention spans. You could add food or balloon sales and a parents' table with information on children's human rights. Perfect for piggybacking on a larger event, or you could set up shop at a place like a mall where parents will jump for 45 minutes of childcare.

HUMAN RIGHTS FILM

Here's a tale of what not to do, from Group 24 of Belmont, Mass. (Thanks for your honesty!): "We showed Z in a church basement in Harvard Square. We didn't do enough publicity; the event would have been more successful had we been able to use a larger, more public auditorium, but we didn't plan the event far enough in advance to reserve such a place. It cost \$175 to rent the film. Group members baked kazillions of cookies which we intended to sell, but almost no one was interested in them and for weeks we had cookies coming out of our ears for weeks! The effect on morale was terrible."

Other groups have also suffered due to the high cost of film rental. Options: ask a theater owner to rent the film and split the profits 50/50, reducing your risk. Or invite people to someone's home for video viewing and ask for donations. (Charging admission for a rented movie is illegal.)

During the week before Dith Pran visited the College of William and Mary in Virginia, the campus Amnesty group showed *The Killing Fields* around campus for free, upping attendance at the speech.

HUMAN RIGHTS THEATER

Students from U. of Texas at Arlington and Dallas, Southern Methodist U., and Texas Christian U. helped produce South African plays in the Dallas/Fort Worth area. Theater folks (directors, improv artists, lighting designers) tend to have positive feelings about Amnesty's stance for creative freedom. If a theater already plans a human rights-oriented show, ask for a benefit night, a "sneak preview" night, or an opening night reception.

STREET THEATER

The Davis, Cal., group used mock theater in a local cafe: two group members seated in a corner started a political argument, which got louder and louder until uniformed "police" came and dragged away one of the arguers. Other groups have kidnapped professors or teachers, by prior agreement, at the end of classes. A participant explains AI's mission while someone passes the hat and/or distributes flyers about an upcoming event.

MOCK IMPRISONMENT

One high school group abducted students but not by prior consent! Students could pay \$5 to have a friend taken from class and "jailed" in a downstairs room. Each abductee had to sign a petition or give \$1 for her/his release.

Other schools have imprisoned friendly administrators or student leaders until passersby contribute enough funds to bail them out. (Make sure students really will pay to bail out the principal, or you may get stuck with a prisoner!) The Davis group asked their University Chancellor and other celebrities to be "honorary prisoners" and got statewide coverage of the event.

HUMAN RIGHTS WEEK

Carefully plan the goals of each event and don't overwhelm yourselves. The U. of Houston group held an international festival with ethnic food, music, and displays of Guatemalan artware; a symposium on persecution in the USSR; and a program on the death penalty. Great multicultural outreach.

MORE AMNESTY FAVORITES

PENNIES FOR AMNESTY. Draw the outline of a giant picture (a candle in barbed wire?) with chalk on a gym floor, parking lot, or other space. Ask folks who walk by for enough spare change to fill in the outline.

A group in Washington state asks members to collect pennies all year and bring them to a designated meeting. An AI volunteer in upstate New York reports that a community center in her area held a four-week "Million Pennies Campaign." Through excellent publicity efforts they raised \$3100 in pennies!

RUN FOR RIGHTS. At least five different groups have held 5K or 10K runs. Group 28 in Burlington, Vt., holds a cross-country

"Run for Freedom" with a \$10 registration fee. For Group 1 57's race in Charlottesville, Va., the fee is \$20 but each runner gets a T-shirt. Both groups solicit prizes from businesses and give awards. Cooperating with a running club is ideal: they can design a good course, recruit volunteers, and advertise to local runners.

The Vermont race makes between \$500 and \$1000, the Virginia race between \$600 and \$1200. Tena Hoke of Portland, Ore., says proceeds from their run "vary greatly according to number of participants, competing runs, and weather."

WALK-A-THON. Chicago groups organize a Walk-a-Thon through the city, with a choice of 1 5 or 25 kilometers. Participants collect pledges per kilometer walked; each one who raises \$25 or more gets a T-shirt. With low overhead, this event makes \$3000 to \$5000. The cluster divides the work each year: overall coordination, publicity, T-shirts, physical arrangements, volunteer sign-up, following up on pledges. A Cincinnati group held a smaller "Feet for Freedom" walk which raised \$160, with only \$30 in costs.

OTHER OPTIONS (fill in the details!):

- comedy night
- scavenger hunt
- student/faculty competition (softball game)
- talent show
- theme party (1 9 SOs, beach, Star Trek)
- Bowl-a-Thon
- golf/tennis tournament (or "a match/ round with [celebrity]")
- house tour
- basketball shooting contest or 3-on-3 tournament
- bike race (check with the local club)
- skate-a-thon (roller or ice)

- exercise/fitness night

CLUSTER COMPETITIONS. You could turn many of these ideas into friendly competitions among AI groups. For example, several student groups could organize a Bowl-a-Thon in which each group keeps half the money it raises, expenses come out of the other half, and the rest goes to the AIUSA student program office. The group raising the most money might win a (donated) prize.

EVENTS WITH FOOD

Always research state and local food service laws to make sure your project is legal; you may need a food service license.

PANCAKE BREAKFAST. Inexpensive and popular. Look for celebrity pancake-flippers if you want press coverage; keep costs down (lots of coffee, no fresh-squeezed orange juice) if you want to make money. Another breakfast option is belgian waffles with a toppings bar (if your group has a large, sturdy collection of waffle irons).

INTERNATIONAL DINNER. Group 200 held a fundraising dinner focused on a single prisoner of conscience, featuring food and music from his country, Sri Lanka. Group 396 held a dinner and set an extra place in honor of their adopted prisoner in Greece--a great "hook" for publicity. Actions on the prisoner's behalf were included.

The group in Charlotte, N.C., elaborated on this concept by advertising a dinner at which noted dignitaries would speak (i.e., Nelson Mandela, Vaclav Havel, Chai Ling). When people got to the dinner they found a placard at these persons' places explaining that they could not attend due to imprisonment. A speaker then described the impact of human rights abuses on society and culture, and AI's role in stopping these abuses. Vince Steele reports, "We charged \$10 and used it as a

membership potluck, drawing 50-100 people." The group got much of the food donated by local restaurants.

PROGRESSIVE DINNER. Start with appetizers at one house, main course at another, dessert at a third (there are many variations). The houses should be fairly close together and you should arrange transportation back to the starting point.

RESTAURANT BENEFIT. You must work with a generous restaurant owner who doesn't want all the profits! One group held a successful all-you-can-eat Mexican dinner for \$10 per person. The restaurant asked for *5.50, but the group solicited prizes and sold raffle tickets as a supplement, earning \$475 in all.

GOURMENT COOK-OFF. Endless possibilities, but chili, chocolate desserts, and baked goods are favorites. Celebrity judges are good for publicity; you can charge admission to sample the wares.

WINE-TASTING. Several groups have held wine tastings and wine and cheese parties (watch the legal drinking age!). Group 90 in L.A. reports that "a home setting is lovely for an evening of hospitality and wine-tasting. Location is very important."

HOLIDAY TIE-INS

Avoid holding events on the exact dates of religious and family holidays: Rosh Hashanah, Ash Wednesday, Thanksgiving, Father's Day. But look for tie-ins:

VALENTINE'S DAY. A perfect time to sponsor Radio Requests for loved ones or to sell flowers or goodies. Charlottesville, Va. Group 157 holds its annual race around Valentine's; participants enter as couples (parent/child, husband/wife, female/female).

MOTHER'S DAY. Group 96 held a Mother's Day concert focusing on Mothers of the Disappeared. Magdaleno Rose-Avila inspired a group of students to adopt Aung San Suu Kyi of Burma as their spiritual mother and hold events on her behalf.

HALLOWEEN. All groups have sponsored haunted houses and children's parties. The latter are great for dangerous neighborhoods where kids are denied the chance to trick-or-treat.

CHRISTMAS. A Chicago Amnesty group sold Luminaria (lighted candles in bags of sand) for people to decorate porches and driveways. Group 77 of Falmouth, Mass., strung lights on a "Tree of Hope" in a local shopping mall. For \$1, shoppers could send holiday greetings to a prisoner and put a ribbon with the prisoner's name on the tree. By the end of the day the tree was covered with ribbons and the group had collected many cards. A variation would be to design tree ornaments, simple paper decorations bearing names of prisoners or "disappeared"

persons, and add one to the tree for each contribution from a passerby.

OUR OWN HOLIDAY, HUMAN RIGHTS DAY, IS DECEMBER 10. And don't forget ethnic celebrations in your area: Cinco de Mayo, St. Patrick's, Chinese New Year.

LAST BUT LEGENDARY: EVENTS WITH MUSIC

Surveys show that three out of four AI volunteers have at some point run a concert (just kidding--I think!) But plan carefully; it's easy to lose money.

MODERN DANCE. A Milwaukee, Wis., group held a Modern Dance concert on International Women's Day, dedicating it to a woman imprisoned in the USSR. The group got an interview on Voice of America in advance (Women's Day is a major holiday in Russia) and the prisoner's husband heard the broadcast.

BAR BENEFIT. Group 47, Bloomington, Ind.: "We chose a bar with a reputation for gay clientele to emphasize that human rights issue. The bar donated the space, bands volunteered, and two musicians brought the sound equipment for free. Make sure all compensation arrangements are absolutely clear beforehand. Written contracts are a good idea. If there is alcohol, mind the drinking age!"

CLUSTER COOPERATION. Thirty-five high schools in the New York area sponsored a five-hour concert in a fashionable nightclub with famous special guests and five popular bands. They made over \$4000 and donated most of it to AIUSA.

DANCE MARATHON. Get bands or a DJ with plenty of stamina and seek pledges for every hour of dancing. Clog-a-Thons have been tried. No special Amnesty tie-in, but better exercise than writing letters!

SING-A-LONGS. Great for getting your message to seniors. Try a hymn sing at a local church, "Golden Oldies," or Broadway hits led by local theater singers. You need a good pianist. Or try "Folk Flashback" with guitarists leading songs of the 1960s. Lip-synch and karaoke are hip now and can raise money with skilled marketing.

CONTRA DANCE OR WALTZ BALL. If these favorites have

faded away in your area, there may be a big market! Offer an hour of dance lessons at the start for a small fee, so everyone will feel confident on the dance floor. If, on the other hand, there is an active dance club in your area, approach them for a benefit. You'll have a guaranteed audience by pitching the event to their regulars.

OUTDOOR CONCERT. Middlebury College held an outdoor concert modeled on Conspiracy of Hope, with seven bands and between-set readings about AI. The group doubled in size.

GOSPEL AND BLUEGRASS. Group 213 in North Carolina staged a very successful benefit featuring these types of music.

RAP. The Gary Graham Coalition in Houston made \$4000 on a rap concert (by rappers strongly advocating non-violence) with only 10 days of publicity and a tiny advertising budget. The secret, as with many kinds of music, is word of mouth: enlist the help of a popular band and some dedicated fans who know the ins and outs of the local scene. Assistance from a key radio station also helps tremendously.

COUNTRY. Roseanne Cash is a loyal Amnesty member and with country music's new upscale marketing, this could be a very fruitful genre for groups to try.

CLASSICAL. Classical musicians are often eager to support Amnesty. Do your research before you ask and you may get an enthusiastic response. For example, Soviet composer Dmitri Shostakovich wrote his Piano Trio No. 2 in E Minor in memory of a friend who died in a Nazi concentration camp. He considered his symphonies memorials to all who died under Hitler and Stalin.

FOLK. Groups around Boston have had big fundraisers with folk music and offer these suggestions: start six months ahead to secure artists and concert space; secure a church (Unitarian, in this case) for a free concert hall; write the performers after you reach a verbal agreement with them, so they have a reminder and informal contract; see if you can sell tickets through a local record store. Start publicity a month in advance and make it thorough.

Intermissions should be "long enough to let people get refreshments, look through information at the literature table, and talk to members about AI, but not long enough so they get bored and start to leave!"

EVENING AT THE OPERA. Group 79 in Weston, Conn., bought a block of tickets at reduced price to Puccini's *Tosca*, which has a human rights theme. (*Fidelio* is also appropriate. You can do research with a guidebook of opera librettos). The group sold tickets to members and guests at a price including dinner beforehand at a member's home.

MULTIPLE-BAR FUNDRAISER. According to Ceil Glackin, a Philadelphia concert raised \$500; it was held in a local bar and they plan to expand to several bars.

MUSIC TIE-IN. Building on the release of Sting's "They Dance Alone," a group in Sierra Madre, Cal., rented a theater to show "Dances of Hope" and had two speakers: a co-group member and a Chilean doctor. The event raised \$800.

COVERING COSTS WITH STYLE! A college group in New Hampshire held a "Human Rights Now! Celebration Concert" and planned in advance to cover all costs. They held a car wash, yard sale, and sold buttons, got sound and light expertise donated, and asked a local radio station for promotion. The station prepared a marketing plan including over 100 announcements plus news stories and a live broadcast of the event. The station helped pay for commemorative T-shirts and donated 10 percent of their profits from sale of air time during the live broadcast. The group has these suggestions: Shop around for the least expensive insurance coverage. Try to work directly with local performers, not with agents, who can be unreliable (for national talent you must contact the agent; check with your regional office about Amnesty's past cooperation with the artist). Also, paid advertisements in newspapers are costly and less effective than news stories.

RADIO REQUEST WEEKEND

As far as we know, no AI group has tried this, but we hope you will. Mort Winston, who stumbled on the idea, notes "there's a strong tie between AI and rock culture." The idea is for station listeners to call in a request for a loved one ("This is 'Heartbreak Hotel,' from Ryan to Jenny.") They know they'll give Amnesty \$10 or more for the privilege; DJs are promoting it as a great cause. Overhead costs are very low and publicity is easy because you're on the air! Here's how it works:

1. Choose a radio station and ask for a commitment. Big-ratings stations may be preferable for income, but smaller or college stations may be more accommodating. Secure a commitment, set a date, and divide responsibilities very clearly.

2. Choose a minimum pledge amount (at least \$10-15) and design and copy all the materials you will mail to those who call in. Arrange a phone bank where the calling will take place, if you are broadcasting from a location outside the radio station.

3. Put together a list of volunteers who will answer phones, coordinate the event, and do the other tasks.

4. Secure donations: food and drink for volunteers, give-away prizes to encourage requests ("the fifth caller who pledges right now gets dinner for two at...").

5. Hold a meeting with the DJs who will work during the event. Their knowledge and enthusiasm is crucial to your success. Use the techniques from Direct Requests, Section II, to let them know what Amnesty does and why it is important. Take time to answer all their questions and thank them repeatedly for their help. (This is a great chance to cultivate contacts for future projects. Do the DJs know local celebrities who might help out? Educate and cultivate the celebrities, too.)

6. Coordinate with the radio station to pre-tape interviews, readings, or other Amnesty information you'd like to broadcast during the event.

7. Hold a training session to make sure each volunteer knows how to fill out the request and pledge sheets, etc.

8. Be prepared to get swamped! Have a contingency plan in case you get more requests than the DJ can play. For example, you could take pledges all day Saturday and play the extra songs on Sunday without asking for more donations.

9. Send out pledge cards on the same night people call in their requests. After two weeks, send a reminder letter to those who haven't paid. **THANK EVERYONE:** the station, DJs, volunteers. Thank them on the air, in person, and again by mail.

VARIATIONS:

- On-the-air auction of donated prizes (this can add significantly to your profits)
- T-shirts/gifts for large pledges

- Work with an easy-listening station broadcasting into many offices and do the event on a weekday (mornings are great, for commuter response)
- Try an evening radiothon if you're not up to a whole weekend
- Ask people to join your group--the pledge is their membership dues

Other organizations have made tens of thousands of dollars with radio request shows.

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VI. FOUNDATION GRANTS

1. For best results, do your research thoroughly, keep good records, and plan multiple applications over several years.
2. Write clear, well-planned proposals; give special attention to your budget.
3. Combine foundation requests with other fundraising plans and ask for matching grants.
4. Consult AIUSA's foundation program before applying to any national foundations.

-
- [Research](#)
 - [Write a Strong Proposal](#)
 - [Get Organized](#)
 - [If You Get a Grant](#)

Families, corporations, and organizations of all kinds create foundations to give away money. (What a great ideal) U.S. law requires them to give away 5% of their assets every year. AIUSA has a very successful grant-seeking program, supervised by Alice Hunsberger in New York; but hundreds of community-based foundations are out of AIUSA's reach because they give only to local groups. With research and patience, your group can make money from these sources.

Plan ahead. It can take a year or more between proposal development and receipt of a grant. Never count on the money unless and until it arrives.

RESEARCH

Your first task is to locate foundations in your area and study their goals and giving patterns carefully. If you spend hours applying to a foundation which only gives athletic scholarships, you'll waste time and get discouraged. To conduct research:

1. Find a local foundation library (a list appears in "Resources").
2. Find a group member or supporter who sits on a foundation board or writes applications for another non-profit. Ask advice about the local foundation scene.
3. Don't be afraid to call Development Directors of local non-profits for advice. Most will share what they know about the ins and outs and eccentricities of foundations they've worked with. They may also know a foundation which won't fund their work but might fund yours.
4. Pay close attention to the funding sources of other charities' programs and projects. You may discover small or new foundations which don't appear in standard directories.
5. After locating the likeliest possibilities, call these foundations to get a copy of their guidelines. After reading them thoroughly, call and speak to a program officer. Ask that person any questions you have; be prepared to explain how your group's work fits into the foundation's stated priorities. Ask if they'd be willing to review a proposal from you. If so, they'll advise you on format and structure.

WRITE A STRONG PROPOSAL

First, go back and look at the information on direct requests in Section II; the same basic rules apply. In addition:

Ask the foundation to fund a unit of your work which addresses their specific goals. Some foundations never give grants for "general operating support"; others do, but need to see the connection between your goals and theirs. An education foundation might support your human rights program in local schools. Other foundations might show interest in leadership

development, educating youth of color, organizing religious groups, or involving seniors.

Keep the language straightforward and clear. Describe the problem you address; if other groups work on the same problem, state why your group is different (they focus on pre-school and you focus on teenagers) or innovative (experience, knowledge, training, size, track record).

Develop a clear, thorough, realistic, and generous budget. Include supplies and overhead costs such as telephone calls, bus and car fares, and photocopies, even if you think some volunteers won't ask for reimbursement of these costs. Bear in mind that foundation program officers evaluate hundreds of programs and budgets each year and are VERY adept at recognizing when a budget indicates that a group knows what it's doing, and when its numbers are pulled out of thin air. Many program officers look at the budget first and consider it the most important part of a proposal. So you must research your costs and list them clearly.

Don't expect the foundation to fund your project 100 percent. They rarely want to be your sole supporter; it leaves them feeling like the only diner in a restaurant (Why isn't anybody else here? Is there something I don't know?) Matching grants are very compelling: you outline your plan to raise \$500 for a \$1000 project and ask them to contribute the other half. In these cases, success breeds success: your case is stronger if you raised \$500 last year, or even better, each year for the past five.

GET ORGANIZED

As a rule, one grant application won't get you far. You need to develop an organized program, submit many proposals, and expect many rejections. Keep a file on each foundation, adding notes after every conversation you have with a foundation representative. (You may think you'll remember, but what if some other volunteer makes the application next year?) Keep notes on which program officers were most sympathetic and who was a pain in the neck.

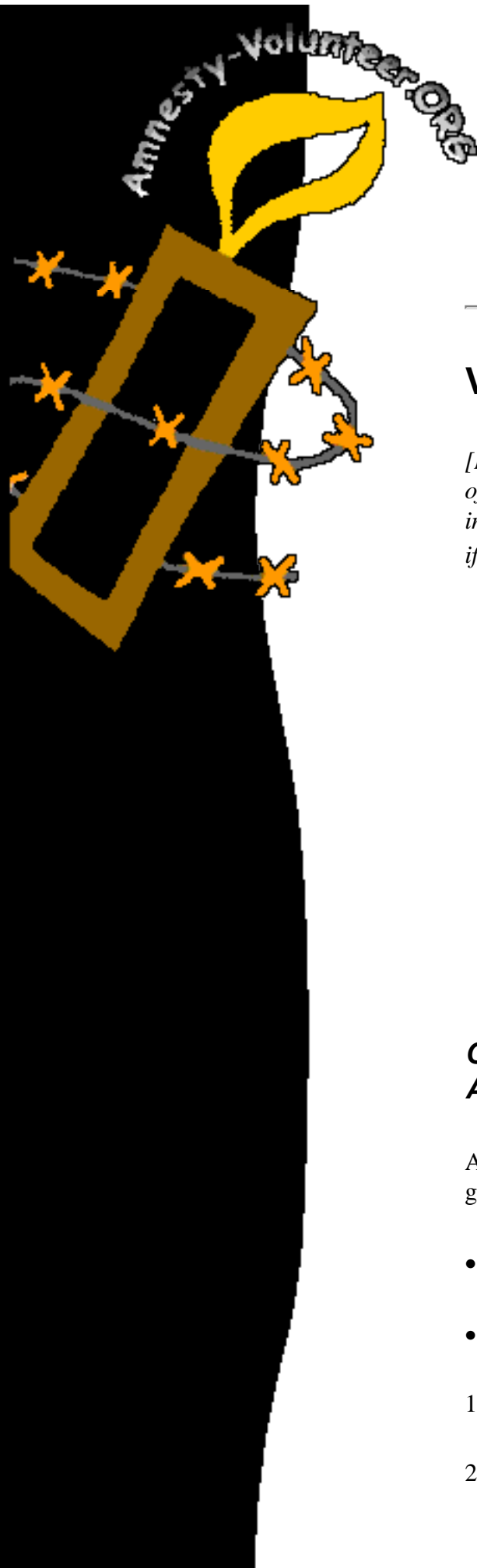
If rejected, find out why, and note this in the file. If you were turned down because your work absolutely does not fit their guidelines, look elsewhere. Otherwise, reapply as soon as the foundation allows. Statistics show that organizations often need a track record of two or three applications before they are considered and finally funded.

IF YOU GET A GRANT

Congratulations! Treat the foundation as you would any major donor (see [Section II](#))--thank them early and often and keep them informed about your activities. Add to this a special letter explaining how you used the money and thanking them once again. Ask again--they have made an investment in your work.

To get started, see "[Resources](#)" for a list of foundation libraries.

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VII. RESOURCES

[Note: This chapter was written in 1994 and is substantially out of date. We welcome anyone who is willing to bring the information up to date. Contact admin@amnesty-volunteer.org if you have suggestions.]

- [Group Exchange in AIUSA's Amnesty Action](#)
- [Getting a List of Members](#)
- [AIUSA Special Initiatives Fund](#)
- [AIUSA Ivan Morris Fund](#)
- [Plays and Music](#)
- [Videos, TV/Radio Public Service Announcements](#)
- [Foundation Library Resources](#)
- [Working Assets Long Distance](#)
- [Bibliography for Further Reading](#)

GUIDELINES FOR "GROUP EXCHANGE" IN AMNESTY ACTION

Any AIUSA group can sell merchandise in this column. The guidelines are:

- Your ad should be 40 words or less.
- You should include the following:
 1. TITLE (example: T-shirt; notecards; buttons)
 2. DESCRIPTION (colors, sizes, dimensions)

3. PRICE (please include postage)

4. ADDRESS (MUST be good for at least one year)

5. GROUP IDENTIFICATION (group number or school)

6. PHONE NUMBER (for Amnesty's files, in case the office or potential customers have questions)

- Your group must commit itself to maintain a stock of merchandise for one year.

The list will run twice, in the Jan./Feb. and Sept./Oct. issues. Deadline for inclusion is approximately two months in advance of Jan. 1 and Sept. 1. For listing in the following year, you must resubmit your ad. Please send your ad to: Amnesty Action Group Exchange, AIUSA, 322 Eighth Avenue, New York, NY 10001.

GETTING A LIST OF AIUSA MEMBERS IN YOUR AREA

Once a year, you can request a list of national members in your area, free of charge, printed on mailing labels. *Please do not use this list to solicit contributions directly.* You can use it for any other purpose, for example: inviting people to a meeting or special event, sending a sample copy of your newsletter, advertising a yard sale, asking for volunteers to staff a Radio-Thon. Allow plenty of advance time to get the list. Send your group name and address and a list of the ZIP codes in your area to:

Development Unit, Group Requests for Mailing List Use,
AIUSA, 322 Eighth Avenue, New York, NY 10001.

SPECIAL INITIATIVES FUND (SIF) GUIDELINES

The Special Initiatives Fund (SIF) was established to encourage creative projects that help advance the goals of AIUSA and to allow groups to take advantage of unforeseen opportunities that

would be difficult to fund otherwise. The Fund provides financial support for projects that would normally be beyond the funding capabilities of campus groups, local groups, clusters, co-groups, etc. Funding is also available to help members take advantage of opportunities that might be difficult or impassible to meet due to prior budgetary commitments.

The Fund was not designed to replace local fundraising; groups are expected to provide as much financing for projects as possible, without depleting their treasuries. Ordinary and day-co-day group expenses must still be met by other means. Funding may not be granted for projects currently underway or already completed.

AMOUNT AVAILABLE

Grants will be considered up to a maximum of \$2,500.

WHO CAN APPLY

AJUSA groups and members can apply. Please note that proposals submitted by group members should have the support of the entire group.

WHO DECIDES WHICH PROJECTS TO FUND

A Board-appointed National Committee consisting of one member from each of AIUSA's five regions decides which projects to fund. In approving grants, the Committee considers various issues, such as questions addressed, project feasibility and focus, and originality.

A group can apply for funding of a project which raises money, but the grant must be repaid to the Fund before the recipient collects any profits from the project. Projects which raise money must meet the same guidelines as other Special Initiatives and must achieve other goals aside from fundraising.

CRITERIA FOR SPECIAL INITIATIVES

(A) The project should have the potential to substantially advance AIUSA's goals in at least one of the following ways:

- increase membership

- inform the public about AIUSA and human rights issues

- influence policy

- affect institutions and governments.

(B) The proposal should demonstrate that the project is feasible and should indicate the means by which it is to be carried out. It should be specific, including a time-line and an outline of the project. Please include itemized costs you expect this project to incur in the greatest possible detail and comment on why each item is needed. Do not submit projects that are already in progress or that have been completed.

(C) The project should contain a "special initiative" rather than be a means to meet ordinary group expenses.

(D) Demands on staff co-groups, or others for implementation must be agreed upon in advance.

(E) The same or similar projects should not be submitted if funded in a previous year.

1. Prepare a summary of your project, explaining how your proposal meets the above criteria.

2. Discuss the project with the Regional Office to assess demands on the time of staff and others, if relevant. It is advisable to call the regional member of the SIF Committee to ensure that your proposal does not duplicate one previously submitted. If the project is country-specific, you should also contact the relevant Country Coordination Group.

3. Complete the attached [application](#) and send it along with the project summary to:

Amnesty International USA MidWest Office
Special Initiatives Fund
Staff Liaison
53 West Jackson, Suite #731
Chicago, IL 60604

The proposal must be received by the Staff Liaison *by the last working day of the month* in order to ensure consideration during the next month's conference call.

4. Upon receipt, your proposal will be distributed to the SIF Committee. In drafting and submitting your project, allow for

sufficient time so that you can implement it following the Committee's decision, or if necessary to consider any suggested changes that the Committee might recommend. You should also plan sufficient time for the reimbursement process which will take several weeks.

IVAN MORRIS FUND

AIUSA established this fund in 1978 in memory of Professor Ivan Morris, founder of the first AI group in the U.S. The Fund assists groups in providing relief money to adopted prisoners of conscience and their families, prisoners under investigation and their families, and families of disappeared persons. Annually, the Fund will match up to \$250 raised by a group to help such families with legal and medical costs, basic sustenance, and education. A group which finds that relief is needed in a given case should make plans for a proper relief program (deciding how much should be sent, how frequently, in what form, and by what means), consult with the appropriate County Coordination Group, and afterward apply to the Fund. Applications appear twice yearly in the Monthly Mailing (October and March) and are also available from Regional Offices.

The Fund is made up of contributions from groups and individuals; 100 percent of contributions are used for relief. In 1991-1992 the Fund helped local groups donate more than \$19,000 to victims of human rights abuses and their families. For more information, or to make a contribution to the Fund, write: The Ivan Morris Fund, AIUSA, 322 Eighth Avenue, New York, NY 10001.

PLAYS AND MUSIC

[Note on the electronic edition: The paper version of Funds for Freedom contains contact information for obtaining some of the following resources. To respect the privacy of individuals who may not want to have their contact information published on the web, we have deleted references to individuals' addresses or phone numbers in the electronic edition. We encourage you to contact your section office or regional offices to obtain updated lists of similar resources.]

Tom Stoppard, *Every Good Boy Deserves Favor*, a three-man

play about a political prisoner and an insane person imprisoned in a mental institution. Mr. Stoppard has permanently given any AI group permission to produce this play (Grove Press, 1-800-521-01 78, \$7.95).

Marie Cartier, *When the First Two Hundred Letters Came*, weaves words and phrases from AI members' and prisoners' letters to each other (6 performers, about 80 mm). \$25 fee (negotiable depending on the contribution to AI). To contact Ms. Cartier, call the Dramatists' Guild (212-398-9366) and request her current contact information.

Group 60, Denver, Co., *James Terry*, about James Terry Roach, a mentally retarded man executed by South Carolina (at least 6 performers, 45 mm.); *Killer's Head*, a monologue by a man in an electric chair (10 mm.) .

Where Does the Horizon Lie, about a man on death row (1 woman, 9 men, about 90 mm.); *Wheel of Misfortune*, a black comedy in game-show format depicting the arbitrariness of the death penalty (6 performers, most can be men or women; about 20 mm.)

The Cellar, a one-act, one-set play about human rights; and Thomas Oboe Lee's musical setting of five poems from *I Never Saw Another Butterfly*, an anthology by children who were inmates at Terezin concentration camp near Prague. Scored for clarinet, piano, and voice (mezzo-soprano); there is a modest royalty fee. Info on both available from the Northeast Regional Office.

Available from the National Student Program in the Mid-Atlantic Office:

- *Chile*, a 6-page, 9-person dramatic reading on human rights violations in Chile; also introduces AI's work (written by Smoky Hills H.S. and Denver #60).
- a 3-page, 7-person reading about Urgent Action cases in six countries (this and the next two readings were developed by the Urgent Action office).
- a 6-page, 15-person reading describing the growth of the UA network as illustrated through 13 cases.
- a 7-page, 10-minute reading of excerpts from children's letters and government's replies; requires 5 to 14 children and

at least one adult.

Videos, TV/Radio Public Service Announcements

Any listing will be out of date soon. We encourage you to contact Amnesty International section or regional offices near you to get the latest listings that are applicable in your situation. Alternative, you can create your own Amnesty TV shows and make them available in your community. A [step-by-step description](#) of how to do that is available elsewhere on the amnesty-volunteer.org site.

FOUNDATION LIBRARY RESOURCES

The Foundation Center Cooperating Collections Network has libraries in New York, San Francisco, Cleveland, and Washington. They can update you on local resources if you call (800) 424-9836. The centers below have local info (PL = Public Library, UL = University Library, CCL = Community College Library); FCCCN recommends that you call in advance.

This is not a complete list. Check your own library, which may have local information not available through these sources.

ALA: Birmingham PL 205-226-3600; Auburn UL 205-271-9649

ALASKA: Alaska U, Anchorage Libr 907-786-1848

ARIZ: Phoenix PL 602-262-4636; Tucson P1 602-791-4393

ARK: Westark CCL 501-785-7000; Central Arkansas PL 501-370-5950

CAL: Fdtn Info Center/L.A. 213-413-4042; Monterey Fdtn 408-375-9712; San Diego Fdtn 619-239-8815; Grant Resource Ctr/San Jose 408-452-8181; Orange Co Dev Council 714-540-9293; Peninsula Fdtn/Burlingame 415-342-2505; Santa Barbara P1 805-962-7653

COL: Denver P1 303-571-2190

CONN: Hartford PL, 203-293-6000; DATA/New Haven 203-786-5225

DEL: Delaware UL 302-415-2965

FLA: Jacksonville PL 904-630-2665; Miami P1 305-375-2665; Orange Co P1407-425-4694; Leon Co P1 904-487-2665

GA: Atlanta P1 404-730-1700

HAWAII: Hawaii UI 808-948-7214

IDAHO: Boise P1 208-384-4466; Caldwell PL 208-459-3242

ILL: Donor Forum/Chicago 312-431-0265; Evanston PL 312-866-0305; Sangamon UL 217-786-6633

IND: Allen Co PL 219-424-7241; Indianapolis P1 317-269-4259

IOWA: Des Moines P1 515-283-4259

KAN: Topeka P1 913-233-2040; Wichita P1 316-262-0611

KENT: Louisville Free PL 502-561-8600

LA: East Baton Rouge P1 504-389-4960; New Orleans P1 504-596-2580; Shreve Libr/Shreveport 318-266-5894

MAINE: U of Southern Maine, Office of Sponsored Research 207-780-4871

MD: Enoch Pratt Free Libr/Baltimore 301-396-5320

MASS: Assoc Grantmakers of Mass 617-426-2608; Boston P1 617-536-5400; Western Mass Funding Resource Ctr/Springfield 413-732-3175; Worcester P1 508-799-1655

MICH: Alpena P1 517-356-6188; Ford Libr/Dearborn 313-943-2337; Wayne State UL 313-577-4040; Michigan State UL 517-353-8818; Farmington P1 313-553-0300; Michigan-Flint UL 313-762-3408; Grand Rapids P1 616-456-3600; Michigan Tech UL 906-487-2507; Sault Ste.

Marie Schools, Office of Compensatory Ed 906-635-6619

MINN: Duluth P1 218-723-3802; SW State UL 507-537-7278;
Minneapolis P1 612-372-6555

MISS: Jackson Metro Library 601-968-5803

MISSOURI: Midcontinent Fdtn Clearinghouse/Missouri UL
816-276-1176; Kansas City P1 816-221-9650; Metro Assoc for
Philanthropy/St Louis 314-361-3900; Springfield P1 417-866-
4636

MONT: Eastern Montana College Libr 406-657-1662; State
Libr 406-444-3004

NEB: Nebraska UL 402-472-2848; West Dale Clark
Libr/Omaha 402-444-4826

NEV: Last Vegas Co Libr 702-733-7810; Washoe Co Libr 702-
785-4012

NH: New Hampshire Charitable Fund/Concord 603-225-6641

NJ: State Libr/Trenton 609-292-6220; The Support Ctr/Newark
201-643-5774

NMEX: Albuquerque Comm Fdtn 505-883-6240; State
libr/Santa Fe 505-827-3824

NY: State Libr/Albany 518-474-5161; Buffalo PL 716-858-
7103; Plattsburgh PL 518-563-0921; Rochester PL 716-428-
7328; Onondaga PL/Syracuse 315-448-4636; White Plains PL
914-682-4480; Suffolk Libr/Bellport 516-286-1600

NC: Asheville-Buncomb CC Resource Ctr 704-254-1921 x300;
Duke Endwmt/Charlotte 704-376-0291; State Libr 919-733-
3280; Winston-Salem Fdtn 919-725-2382

NDAK: N Dakota State UL 701-237-8886

OHIO: Cincinnati PL 513-369-6940; Dayton PL 513-227-9500;
Toledo PL 419-259-5245

OK: Oklahoma City UL 405-521-5072; Tulsa Libr System 918-
596-7944

OREGON: Multnomah PL/Portland 503-223-7201; Pacific Non-Prof Ntwk/Medford 503-779-6044

PENN: Erie PL 814-451-6927; Dauphin PL/Harrisburg 717-234-4961; Free Libr/Philadelphia 215-686-5423; Pittsburgh UL 412-648-7722; Dev Council of NE Penn/Pittston 717-655-5581

RI: Providence PL 401-521-7722

SC: Charleston Co Libr 803-723-1645; State Libr/Columbia 803-734-8666

SDAK: State Libr 800-592-1841 (for SD residents); Sioux Falls Fdtn 605-336-7055

TENN: Knoxville PL 865.215.8750; Memphis PL 901-725-8876; Nashville PL 615-259-6256

TEX: Fund Info Libr/San Antonio 512-227-4333; Corpus Christi State UL 512-994-2608; El Paso Fdtn 915-533-4020; Texas Chrstn UL 817-921-7664; Houston PL 713-236-1313; Lubbock Fdtn 806-762-8061; Dallas PL 214-670-1487; Pan Am U/Edinburg 512-381-3304

UTAH: Salt Lake City PL 801-353-5733

VT: State Dept of Libraries/Montpelier 802-828-3268

VA: Hampton PL, Grants Resource Collection 804-727-1154; Richmond PL 804-780-8223

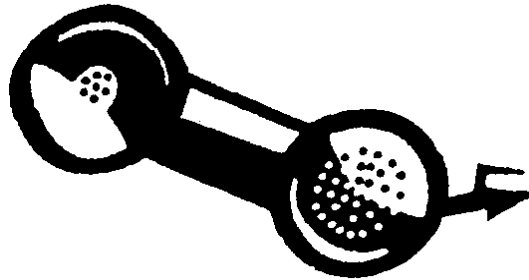
WASH: Seattle PL 206-386-4620; Spokane PL 509-838-3364

WVA: Kanawha Co PL/Charleston 304-343-4646

WISC: Marquette UL/Milwaukee 414-288-1515; Wisconsin-Madison UL 608-262-3242

WYO: Laramie CCL 307-778-1205

***WORKING ASSETS LONG
DISTANCE***



You can donate funds to Amnesty International without spending an extra dime! You can also get more letters written every month, on behalf of victims of human rights abuse--through your telephone bill.

When you sign up for Working Assets Long Distance, the company gives a percentage of the cost of every call to AIUSA. Their rates are very competitive--guaranteed lower than AT&T's--and they offer discounts for high-volume phone users, discounts on calls to other WALD members, and a \$10 incentive for each new member you bring in. You get 30 free minutes of long distance calling when you sign yourself up.

Every month, the WALD phone bill includes two urgent action cases. You can write a letter yourself or check a box and get WALD to send one on your behalf. A separate page lists upcoming events, publications, and other information from AIUSA.

Please join! Call 1-800-788-8588, extension 835. Be sure to specify that you want to join the Amnesty International program.

FOR FURTHER READING

Joan Flanagan, *The Grass Roots Fundraising Book*. \$14.95 + \$2.50 shipping from

Contemporary Books, Dept. GR, 180 N. Michigan Ave., Chicago, IL 60601, (312) 782-9181. An updated classic. Includes raising money from members and the public; approaching donors; choosing events; plus tips on events from beginner to big time.

Kim Klein, *Fundraising for Social Change*. \$22 from Chardon Press, P.O. Box 101, Inverness CA 94937. Covers direct mail, phone banks, donor campaigns, events, and dues; focuses on

groups which may be more controversial than, say, the Cancer Society.

Michael Seltzer, *Securing Your Organization's Future: A Complete Guide to Fundraising Strategies*. \$24.95 + shipping from Foundation Center, 79 Fifth Avenue, Dept. PC, New York, NY 10003 (800) 4244-9836. A primer on developing a network of financial support so your group is not dependent on one event. Suggestions for all kinds of fundraising.

Kim Bob, Jackie Kendall, and Steve Max, *Organizing for Social Change: A Manual for Activists in the 1990s*. \$21.95 from Seven Locks Press, P.O. Box 27, Cabin John, MD 20818. On planning, leadership, effective meetings, with a good fundraising chapter.

"Pluralism in Philanthropy: How American Indians, Asians, Blacks, and Hispanics are Enriching Our Culture of Giving," May/June 1990 issue, *Foundation News*, \$5 from Council on Foundations, 1828 L Street NW, Washington, DC 20036. Includes bibliographies, but not much concrete, practical information on multicultural fundraising.

Joanie Shoemaker, ed., *Note by Note: A Guide to Concert Production*. \$15.95 from Redwood Cultural Work, P.O. Box 10408, Oakland, CA 94610. Includes timetables, sample contracts and budgets, checklists, etc.

Asking for Money. \$3 + \$2 shipping from The Grantsmanship Center, P.O. Box 6210, Los Angeles, CA 90014; (800) 421-9512. Basic techniques for overcoming fears and making face-to-face requests for funds.

Guide to Public Relations for Non-Profits. From The Grantsmanship Center--same price, same address as *Asking for Money*. Building your group through contacts with the media.

William F. Balthaser, *Call for Help: How to Raise Philanthropic Funds with Phone-a-thons*. \$23.95 + \$5 shipping from NSFRE, 1101 King Street, Ste 3000, Alexandria, VA 22314; (803) 684-0410. How to run a phone-a-thon with minimum trouble, maximum profit.

Susan Vineyard and Steve McCurley, *101 Tips for Volunteer Recruitment*. \$9.50 + \$3.50 shipping from the Society for Nonprofit Organizations, 6314 Odana Road, Ste 1, Madison, WI 53719; 608-274-9777. Covers all aspects of recruiting and motivating volunteers.

M. Jane Williams, *Foundation Primer*, from SNO, same address as *101 Tips*; \$37.50 + \$5.50 shipping. Step-by-step guide for starting a foundation solicitation program, with many examples.

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SAMPLE LETTERS

DIRECT MAIL REQUEST

(courtesy Jon Orchard, Dallas; this letter was very successful)

Dear Fellow Travelers,

We hate to say goodbye. Your yearly dues of \$15 help underwrite the Dallas-Ft. Worth newsletter, overseas postage, and human rights education. But, we haven't heard from you lately and economy demands that we do some housekeeping on our mailing list.

STATE OF THE METROPLEX: We have kept our volunteer-run office open for two years now. Phones, a computer and two printers, a fax machine, office furniture, and most recently, a very nice copier (from West Piano Presbyterian Church) have been donated. From the office we coordinate statewide legislative and other activities. We recently joined the Catholic Bishops of Texas and Pope John Paul II in obtaining a 30-day stay in the execution of Johnny Garret from Gov. Richards.

During the eleven years that a local Amnesty International Chapter has existed in Dallas, members have built a reputation for effectiveness both locally and nationally. To the credit of local volunteers and supporters, Dallas will host Amnesty International USA's 1993 Annual General Meeting. In the past, only the five cities which have regional offices have had a national conference. For the first time, many members in the Southwest will be able to participate.

Like some of you, I have been involved with Group 205 for many years. I continue to be moved and amazed by the work volunteers

do in outreach in education, letter writing, and fundraising, like working concession stands at football and basketball games. Believe me, we couldn't pay these people to do what they do for free(dom). Your continued involvement means moral as well as economic support. Don't let a good relationship end. Renew your membership.

Thank you very much for your past support.

Yours sincerely,

Jon Orchard

INVITATION

(courtesy Group 174, Portland, Maine)

Dear AI Supporter:

As you know, Amnesty International is a worldwide nonpartisan movement working for the protection of human rights. Local Amnesty Group 174 is holding its Third Annual Human Rights Award Dinner on May 14th at the Portland Club. The dinner is a time for Amnesty International activists and supporters to get acquainted and pay tribute to an individual who has been outstanding in the struggle for human rights. The dinner will be followed with music by the Mark Kleinhaut Quartet, a popular local jazz band.

This year we will be presenting the award to one of our local members, Reza Jalali. Jalali, once a prisoner of conscience in Iran, knows firsthand the importance of Amnesty International's work. Speaking at colleges and various events, Jalali has long been an advocate for a single standard of human rights for all. He is currently a member of AIUSA's Board of Directors and the Housing Director for Portland West Planning Council. (continued on reverse)

We are fortunate this year to have as our guests three other prominent human rights activists. The keynote address of the evening will be by First District Congressional Representative Tom Andrews, also an Amnesty International member. Andrews will be speaking about the United States government's role in AI's work. Susannah Sirkin, Deputy Director of Physicians for Human Rights, will also be on hand to discuss human rights in Bosnia-

Herzegovina. The Human Rights Award will be presented to Jalali by Curt Goering, Acting Executive Director of AIUSA.

This will be an inspiring evening, to celebrate our successes and recognize the importance of human rights. Amnesty International actions have contributed to the release of tens of thousands of unjustly imprisoned individuals and a worldwide reduction of torture, executions, and other human rights abuses. We look forward to having you join us.

Sincerely,

Rachel J. Vallieres,
AI Group 174 Coordinator

[RSVP form was printed on bottom of page, so recipients could reserve tickets (\$15 for members, \$20 for non-members). Sponsors who underwrote a table for \$160 had their names listed in the program and a placard placed at their seats. Also, the form offered a chicken or vegetarian entree, and a place to check off "I cannot attend but wish to contribute \$ ---; and "Please send me more information about Amnesty International," plus spaces for respondent's name, address, and phone.]

THANK YOU NOTE

Dear [mail merge or hand-write, to acknowledge gift personally],

Thank you for your [pledge/gift] to Amnesty International Group --. During our annual [membership drive, Write-a-Thon, Radio-Thon], we have received over \$ -- in donations to support our work.

Amnesty International is the world's foremost organization working to stop torture, executions, and unjust imprisonment. We are proud of our 32-year record of drawing worldwide attention to such abuses, and of writing letters and taking other actions which stop torture and set prisoners free. We are grateful for the international recognition we have received, including a Nobel Peace Prize.

[You might want to write a few sentences here about your group's local accomplishments--i.e., bringing a human rights message to kids in a local school; writing letters for an Urgent Action case and finding out in the Update that she or he was freed. Here is an alternative paragraph:] The letters we receive from former prisoners are the most compelling evidence of our success. A former prisoner of conscience from Czechoslovakia wrote, "It was immensely

emotional for us to know that we were not forgotten." A leader of Grandmothers of the Plaza de Mayo, an organization for relatives of disappeared men, women, and children in Argentina, wrote that "Amnesty has been our first and faithful friend." Dean Reverend Simon Farisani, a black Lutheran minister in South Africa, wrote, "if you ever wonder if your support of AIUSA really matters, feel confident it does. Bless you... I owe you and Amnesty International my life."

Because we are funded entirely by private donations, we deeply appreciate your contribution. We will send you our quarterly newsletter for the next year, to keep you up to date on our activities. If you have questions at any time, please don't hesitate to call me.

Again, thank you for your support. Together we can stop torture and free prisoners of conscience.

Sincerely,

Xxxxxxxxxx

SAMPLE CONTRACT FOR A RADIO-THON

Amnesty International Group _____ and Radio Station _____ hereby agree to conduct a Radio-Thon on _____ (date), from _____ to _____ (time). This will be a fundraising event for the Amnesty International group, to whom all proceeds shall be given. Below is a list of responsibilities which each party agrees to undertake.

AMNESTY INTERNATIONAL GROUP

Supply enough volunteers to answer the phones on the day of the event.

Make available spokespersons available to pre-tape interviews and readings to be aired during the Radio-Thon.

Send two follow-up mailings to collect pledges made by callers.

Provide publicity for the event to local print media and to Amnesty International members and supporters in the listening area.

RADIO STATION

Provide extensive on-air promotion of the event, starting at least two weeks before the Radio-Thon is scheduled to occur.

Ask disc jockeys who will work during the Radio-Thon to attend a pre-event information meeting led by a representative of Amnesty International. scheduled at the time most convenient for these disc jockeys.

Pre-tape interviews and readings by Amnesty International spokespersons and play these during the event.

Play all requests taken during the Radio-Thon (subject to format approval).

SIGNED:



Funds for Freedom

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