

Chezuba x Minerva Schools at KGI

# MARKET RESEARCH REPORT

APRIL 2020



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## Acknowledgements

*This research report was produced by students at Minerva Schools at KGI, who were supervised by the Chezuba co-founders over the course of 3 months.*

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# NORTH AMERICA

Researcher: Julia Ip



**REGISTRATION REQUIREMENTS:** NGOs must have a certificate of incorporation. In the United States, NGO requirements vary and are registered by state. Additionally, charitable organizations (different from NGOs) have a charitable number and can be tracked on the [Canadian/United States government website](#).

**CONTACT METHOD:** Email, then phone.

**PAYMENT GATEWAYS:** Common gateways include PayPal, Shopify, Plooto, and Stripe. Most NGOs are able to process cheques, credit/debit, and direct deposit (Venmo or Zelle). Cash is rarely used.

**MAIN LANGUAGES:** English, French (Canada), Spanish (United States)

**Overall, North America seems to be a medium fit for Chezuba. Current circumstances (2020) could make it a good fit.**

## I. NGO PRESENCE

### a. Location

Cities with the most NGOs are usually ones with strong government support, and international and high populations. In the United States, there are an estimated 1.5 million NGOs [1], while in Canada, there are an estimated 170,000+ NGOs and charitable organizations [2].

From most to least NGOs:

- *Canada: Toronto (Ontario), Montreal (Quebec), Vancouver (British Columbia)*
- *United States: Washington DC (Washington), New York City (New York), Seattle (Washington)*

### b. Foundations

Canada:

- [Toronto Charities](#): Guide that lists volunteer opportunities, NGOs, charities in Toronto.
- [Canadian Council for International Co-operation \(CCIC\)](#): a coalition of about 100 Canadian organizations working for the elimination of poverty in Canada and overseas.
- [Imagine Canada](#): Bolsters charities, non-profits, social enterprises. Has a list of foundation supporters and charities/NGOs that they work with.
- [Canadahelps.org](#): Website that makes donating to charities easier - it lists all types of charities in Canada.

United States:

- [USAID](#): Partners with NGOs in areas that USAID works in.
- [Unicef USA](#): Partners with NGOs and other charitable organizations.
- [InterAction](#): Works to mobilize member organizations to collectively advocate for policies and solutions that advance the lives of people in the most marginalized positions.
- [OnGood](#): Directory of global NGOs.

### c. Main Causes Supported by NGOs [3]



## II. VOLUNTEER ENGAGEMENT

### a. Volunteer Perspective

#### Demographics

In Canada, volunteering is mandatory in high school, so most volunteers are ages 15-19 [4]. Though, through primary research, many NGOs state that their longer-term and more committed volunteers are usually between 35-60. This aligns with the Canadian government's finding that the next most voluntary age group is 35-44. Geographically, volunteers reside in the most densely populated cities including Toronto, Montreal, Vancouver, Edmonton, and Calgary.

In the United States, the common volunteer age group also seems to be 35-44 [5]. According to the government, volunteers tend to be married, white, female, with high education levels, and most likely to be parents with children under 18. Geographically, many volunteers can be found in Minneapolis-St. Paul (46.3% of the city volunteers), Rochester, N.Y. (45.6%), Salt Lake City (45%), Milwaukee, Wisc. (44.6%), and Portland, Ore. (44.3%) [6].

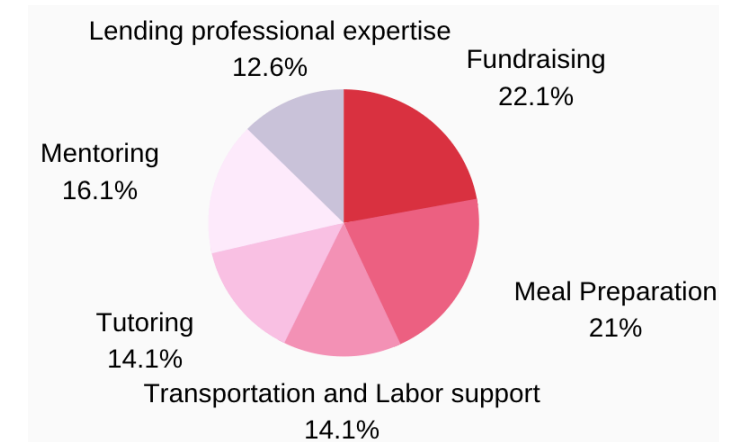
**Overall, both primary and secondary sources show agreement that while younger age groups are more likely to volunteer, they devote fewer hours to their volunteer work than older age groups.**

### Motivation

In both Canada and the United States, main causes that people volunteer for include religion, health, social services, and international organizations.

When digging into why people volunteer, a Canadian study found that 93% state that they want to make a contribution to their communities, 78% volunteer to use skills and gain experience, and 59% are personally affected by the organization's cause [7].

### Main Volunteering Activities



### b. NGO Perspective

NGOs typically look for volunteers out of school as they are usually more committed and long-term. They try to recruit volunteers that live in the same region where they operate as it is easier to coordinate work (same time difference, language, and contextual awareness). Common volunteer tasks include mentorship, office work (stuffing envelopes, data entry, etc.), and event setup/takedown/station running. Many large charitable organizations also have school chapters that help fundraise for them.

For environmental and youth development NGOs, volunteering requires industry knowledge, so volunteer opportunities are more limited. Generally NGOs in North America have a fairly structured organization structure and are able to find volunteers easily (typically, volunteers will find the NGO, not the reverse).

### III. MAIN NGO CHALLENGES

**Funding** was the greatest and most common challenge cited by North American NGOs. For NGOs supporting international causes, they also find difficulty with breaking down a lot of people's preconceived notions of why it's important to support international causes. In terms of challenges related to volunteers, most interviewed NGOs stated that **managing volunteers, time-consuming onboarding, and finding meaningful work for them to do** within their capabilities were very challenging.

Currently because of COVID-19, many NGOs are struggling with **switching to online systems and platforms** in order to keep their operations running.

### IV. NGO CASE STUDY RESULTS

**Center for Traditional Music and Dance:** Each project director is in charge of their initiatives, they are likely the ones to be posting volunteer requirements. They work with a bunch of different minorities, it could be interesting to perhaps get volunteers from those countries to help support their efforts in preserving these community's folklore traditions.

**360 Kids:** This NGO has no problems finding volunteers. Most of the volunteer work is done in person or by fundraising. It might be harder for Chezuba to find a fit here, as they have a webmaster and branding manager to take care of online presence.

**Eco Canada:** This NGO is pretty well established and usually takes volunteers for mentoring less experienced students, so in this regard, volunteers must be experienced professionals in the environmental industry. However, it is possible for a few local volunteers to complete remote work for smaller operational tasks such as creating social media graphics or participating in reviewing application materials.

**Partners in Health Canada:** This NGO is pretty well established and has rigorous volunteer programs already set. Most volunteers find them, they don't really have to find volunteers. While their U.S. and Canadian branches are pretty well managed, it could be interesting to look into their on the ground teams who might need more help.

**Sick Kids:** This NGO is not looking for volunteers as they have long volunteer lists and their volunteer programs are pretty competitive. Most of the work needs to be done in person, in a lab, or helping the sick. Chezuba might find it hard to find a fit with this NGO.

**Wildsight:** This NGO focuses on environmental conservatism. This NGO is not looking for volunteers as they have long volunteer lists and not that much work. Most of the work needs to be done by environmental scientists or professionals.

### V. RECOMMENDATIONS

North America is saturated with NGOs and charitable organizations. However, a huge challenge would be to find smaller NGOs and also compete with many similar NGO-volunteer matching platforms ([Catchafire](#), [UNVolunteers](#), [OVIO.org](#), [Volunteermatch](#), [We Make Change](#), [Match4Action](#), [Taproot+](#)). *Ultimately, it is recommended that Chezuba continues to focus on emerging markets where there exists an institutional void of talent and opportunity searching that Chezuba could fill.*

However, the current COVID-19 crisis provides a unique opportunity to enter the North American market in a time of high-need. Because of social distancing measures, many NGOs are being forced to move operations online if possible. If Chezuba were to expand into North America, here are some recommendations:

- Chezuba must focus not only on recruiting NGOs to post opportunities (even though that is what Chezuba needs right now) but also recruiting local volunteers on their platform, since North American NGOs prefer local talent
- First focus on advertising in key cities where NGOs are most located (Canada: Toronto, Montreal, Vancouver; United States: Washington DC, New York, Seattle)
- Good contact: Andrew Colwell from Center for Traditional Music and Dance in New York.

#### ADDITIONAL RESOURCES

##### a. Universities with Good Volunteer Population

###### Canada:

- University of Toronto
- University of British Columbia
- McGill University
- University of Waterloo
- University of Ottawa
- McMaster University

###### United States:

- University of Notre Dame (they have a Center for Social Concerns)
- Texas A&M University
- College of William and Mary
- Virginia Polytechnic Institute and State University (high participation in both the ROTC and the Peace Corps)
- University of California-San Diego
- Case Western Reserve University (#1 spot on Washington Monthly's ranking of service-oriented schools)
- University of California-Los Angeles
- Vanderbilt University
- George Washington University
- Washington University in St. Louis
- University of San Francisco

##### b. More Details on NGO Registration

**Canada:** Corporations under the Canada Not-for-profit Corporations Act (NFP Act) can be created by filing a request through the Online Filing Centre. Approved applicants receive a certificate of incorporation. The Income Tax Act distinguishes non-profit organizations (NPOs) from registered charities. While both classes of organizations are all or partially tax-exempt, registered charities have the additional privilege of issuing official donation receipts to their donors.

**United States:** Registration requirements, and forms of organizations, vary from state to state, but are generally very simple, so that anyone can incorporate an NGO in just few days at the state level. The process typically involves providing a short description of the organization, its mission, name, the address of an agent within the state, and paying a modest fee. \*Individuals do not need to be U.S. citizens to create a new NGO. Successful applicants receive a certificate of incorporation.

# MEXICO

Researcher: Abraham Esquivel Jr.



**REGISTRATION REQUIREMENTS:** Every aspiring NGO and Civil Society in Mexico should get a CLUNI number, which is an ID number, necessary for every NGO to receive federal funds that will help them execute their activities. Formal NGOs in Mexico should be registered at the [Federal Registry of Civil Society Organizations](#) [8].

**CONTACT METHOD:** Phone, then email. Contact is more effective if it is established through a mutual connection.

**PAYMENT GATEWAYS:** 90% of the time NGOs use electronic transfers. Otherwise, direct cheques and cash are also valid payment methods.

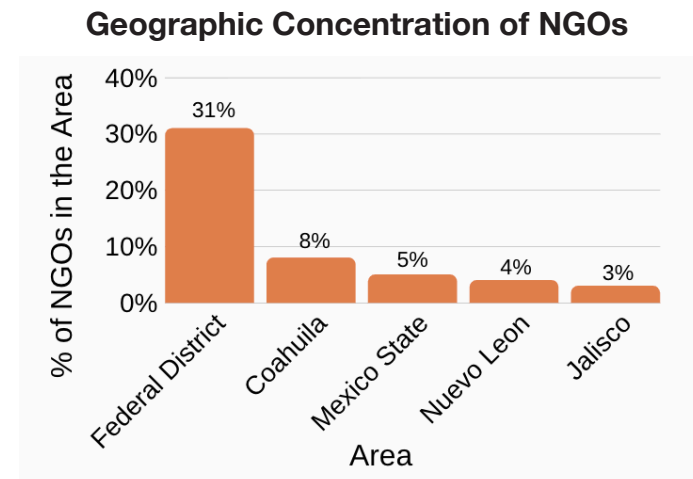
**MAIN LANGUAGES:** Spanish (Dominant), English (5% of the population speaks english for business)

*Overall, Mexico seems like a good fit if Chezuba is able to overcome the language barrier. It is recommended to start with the contacts provided, and ask those NGOs for referrals.*

## I. NGO PRESENCE

### a. Location

There are approximately 20,000 Civil Society Organizations, concentrated geographically in these key areas:



This represents 51% of registered institutions. The rest are scattered in the rest of the country [9][10].

### b. Foundations

In Mexico there are no formal foundations of NGOs. However, these NGOs create their own casual allegiances that are not registered upon the Federal Registry. Therefore to get to know these allegiances, one should ask directly to an NGO if they have contact with another NGO.

### c. Main Causes Supported by NGOs



## II. VOLUNTEER ENGAGEMENT

### a. Volunteer Perspective

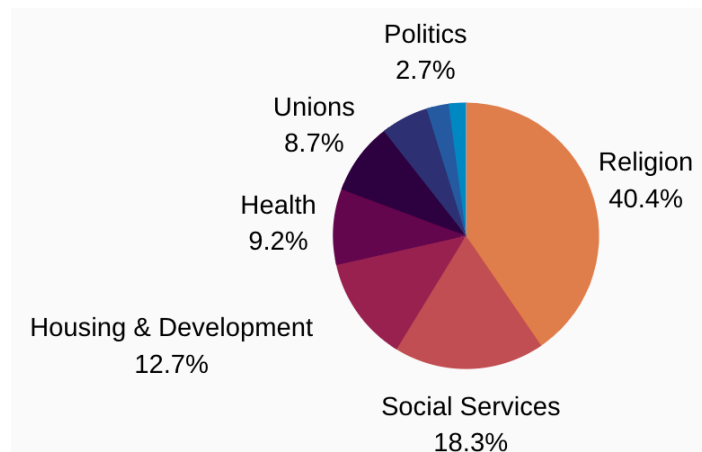
#### Demographics

Volunteers in Mexico are usually university students with ages that range from 18 to 25 years old [11]. Most universities in Mexico encourage volunteering, and some of these students have a good English level.

#### Motivation

In Mexico, the aid for marginalized communities and education are the main social causes that NGOs tend to focus on. As for volunteers, offering their service is helpful for them to get school credits that are necessary for them to get their bachelor's degree.

#### Main Causes that Volunteers Support [12]



### b. NGO Perspective

In Mexico, NGOs have a high acceptance rate for volunteers. That is because most of these organizations need to manage their expenses, keeping them as low as possible. Therefore, any help that they receive cost-free, is welcome. That being said, the recruiting dynamics usually go by the volunteers seeking the NGO, instead of otherwise.

## III. MAIN NGO CHALLENGES

**Strict fiscal policies:** Regulations for NGOs are constantly changing and sometimes they get more strict in the recruiting, and operational aspects.

**Mobilization of resources for operational funds:** Because they have to keep expenses low, they need to look for cheaper (or even free) support. They have to keep in mind that they also have to pay their permanent staff.

**Language barrier:** As long as the language used for the interaction between the NGO and the volunteers is Spanish, there will not be a problem. However, the list of NGOs gets narrowed down if English is the main language.

## IV. NGO CASE STUDY RESULTS

**TECHO México:** Techo is present all over Latin America, and it works to help communities struggling with urban poverty. Their main activities include massive building projects of emergency housing, and "census" style information capturing to best understand the needs of these marginalized people. This organization has short term (activity-based) and longer term volunteers (divided into teams like funding, volunteer partnerships, logistics, communications, etc), meaning they are very used to working with volunteers. The large scale format of their events presents a unique challenge in the COVID-19 situation, which could open the door for Chezuba to collaborate.

**Fundacion Axcel:** This NGO is located in the border between Juarez city, Chihuahua, and El Paso, Texas. They work for the development of technological abilities for youth. They are registered upon the Federal Registry of Civil Society Organizations, using the CLUNI. Their CEO describes the activities differently than other NGOs in Mexico, which they say those organizations focus more on assistential services. Instead, they focus on development activities which are mostly digital development, support

groups for students, and social media advertising.

**Girl Up:** This organization is part of a program of the UN, which is divided by branches. And there is a branch in Mexico, which is also considered the third most productive branch from this organization. They work for the empowering of women for the construction of gender equality.

## V. RECOMMENDATIONS

Mexico is an interesting market for NGOs given that it faces both urbanization and development, and the challenges that come along with it. Given that online volunteering is not a common format, capturing this market would be very beneficial to Chezuba, that can gain a first mover advantage.

One of the main challenges could be to get initial buy-in from NGOs, given that Mexican society is very relationship based, so organizations might not be very responsive if they aren't familiar with Chezuba through a common connection. Additionally, the language barrier could make communications challenging with NGOs outside of the large cities. ***It is recommended that Chezuba tries to start with the contacts provided, and ask those NGOs to refer them to other organizations.***

Additional recommendations when expanding into the Mexican NGO market are the following:

- Call or email NGOs during the working hours, and use the name of a contact for maximum probability of reply.
- Use Spanish in initial communications with NGOs that seem smaller.
- Use student volunteers to find leads on potential NGO partners. Look at the organizations that bilingual stu-

dents are already working with, and propose new online projects.

- Good Contact: Nancy Astrada from Fundacion Axcel. This Civil Society is constantly organizing projects for the community which involve good social media coverage, designing marketing materials, database management, etc. They also mentioned that any help that they could receive for a low cost or free is welcome.

### ADDITIONAL RESOURCES

#### a. Universities with a High Level of English (Good for Volunteering):

- Tecnologico de Monterrey
- UNAM
- Instituto Politecnico Nacional
- Universidad de Guadalajara

# LATIN AMERICA

Researcher: Natalia Velasco



**REGISTRATION REQUIREMENTS:** There is no uniform registration process or status across Latin America. There are many different legal standings that classify as NGOs in each of the studied countries. Argentina, Colombia, and Peru have a centralized national registration system, while Chile has a localized system [13].

**CONTACT METHOD:** Response rates for emails, especially cold emails, are low. Social media, namely Whatsapp and Facebook, is much more effective.

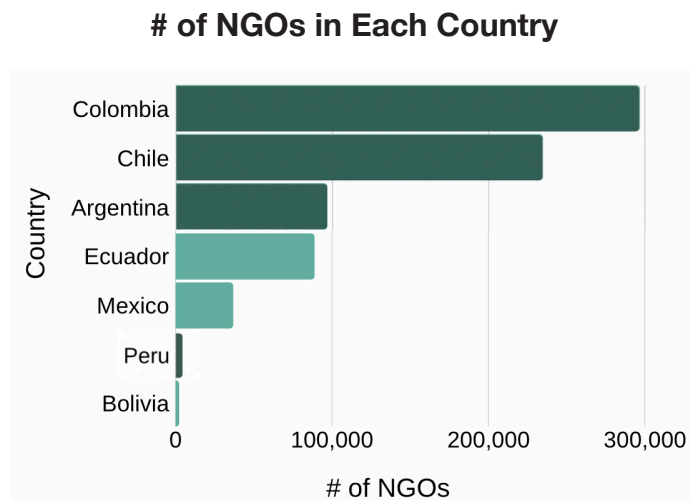
**PAYMENT GATEWAYS:** Most NGOs have bank accounts and rely on deposits and checks. Credit and debit cards are also common. Internet-based payments like PayPal, Venmo or Google Pay are less familiar. Cash is only collected via small donations in public campaigns called “boteadas”, where younger volunteers fundraise for NGOs.

**MAIN LANGUAGES:** Spanish (dominant), English (NGOs with international presence, younger audiences, larger cities), Other indigenous tongues (NGOs working in rural communities). NGOs in Argentina and Chile seemed to be more comfortable with English than in Colombia and Peru.

## I. NGO PRESENCE

### a. Location

While the exact number of NGOs in the region is unknown, estimates for the number of philanthropic organizations in Latin America go as high as 1.1 Million [14].



NGOs have mainly concentrated in the largest cities, due to access to resources. Still, their activities often extend beyond the city into suburban and rural areas, which tend to be more vulnerable.

From most to least NGOs:

- *Argentina [15]: Buenos Aires Province (inc. Greater Buenos Aires City area), Santa Fe, Cordoba, Mendoza, Tucuman, Jujuy.*
- *Chile [16]: Metropolitan region (27% of national NGOs), La Araucanía (12%), Bío- Bío (13%).*
- *Colombia: Bogotá, Medellín, Cali, Barranquilla, Cartagena.*
- *Peru [17]: Lima, Trujillo, Arequipa, Chiclayo, Callao*

**“The huge number of NGOs, their overwhelming heterogeneity and the diverse contexts in which they operate within Latin America make it extremely difficult to draw generalizations about their reality that would be universally true” (Anello, 1991). [18]**

### b. Foundations

- **Confederación Colombiana de Organizaciones No Gubernamentales (Colombia):** serves as a unified voice for the NGO sector in Colombia.
- **Asociación Chilena de Organismos No Gubernamentales ACCIÓN (Chile):** Has 53 member NGOs that work to promote human rights in the country.
- **Red Latinoamericana por Justicia Económica y Social, LATINDADD (Latin America):** Work to fight the systemic crisis happening in Latin America, and to establish a more equal society. Includes 23 institutions and organizations from 12 countries: Argentina, Brasil, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, México, Nicaragua, Paraguay, and Perú.
- **Asociación Nacional de Centros de Investigación, Promoción Social y Desarrollo – ANC (Peru):** Their mission is to group Peruvian NGOs in common efforts to investigate social inequalities and improve the quality of democracy.
- **Centro Nacional de Organizaciones de la Comunidad, CENOC (Argentina):** Serves as a directory to organize all the NGOs that currently operate in Argentina.

### c. Main Causes Supported by NGOs



## II. VOLUNTEER ENGAGEMENT

### a. Volunteer Perspective

#### Demographics

There are several categories of volunteers that are commonly active:

- **Corporate:** There is an active and widespread practice of corporate volunteering supported by a strong culture and infrastructure.
- **University/ School Volunteers:** Some schools require community service, while other groups form within schools but their participation is not mandatory. These volunteers tend to be young and motivated, but their engagement is temporary and determined by school cycles.
- **External volunteer groups:** Examples of these include church youth groups, retirees, boy or girl scouts, and even families. These tend to be event-based and not a recurring commitment.
- **Voluntourists:** Usually young or retired volunteers that come from abroad to participate with an NGO. Have ample time and strong commitment, but only stay for a short duration of time.
- **Interns:** These can be local, but some NGOs are experimenting with international interns as well. Tend to be more skilled and students or professionals.

#### Motivation

Latin America has seen a trend of a rapid increase in volunteering. Motivations of volunteers are as diverse as their demographics: while some have altruistic or religious motivations, there can even be a social component to volunteering. The volunteer rate for the population that had previously engaged in some voluntary collaboration with an organization is 21.4 % for Latin American and Caribbean countries [19].

Also, the full-time equivalent (FTE) organization-based volunteers as a share of the total economically active population is the following:

- Argentina (2.7 %)
- Chile (2.4 %)
- Colombia (0.5%)
- Peru (0.8 %)

## b. NGO Perspective

Volunteers are mostly recruited to participate in specific events, or fundraise during a specific season. There seemed to be a strong distinction between these “event” volunteers and those who handle the day to day operations of NGOs (that tend to be employees of the NGO). A very small proportion of volunteers engage in “administrative” tasks within these organizations. Online volunteering was not found to be a common modality of community service.

## III. MAIN NGO CHALLENGES

**Obtaining a constant steady line of funding:** NGOs mostly rely on funding from donors, especially corporate donors, these are directly tied to specific projects with limited duration. NGOs’ need to reliably have access to resources to fund their operations.

**Effectively managing volunteers:** It can be challenging to onboard new people, and find tasks suitable for different types of volunteers. Also, most volunteers are short term, activity-based and therefore it’s hard to have them add value to the operations of NGOs.

**Navigating unfavorable fiscal policies:** In some Latin American countries, not all donations are tax-deductible, which discourages donations. Also, NGOs even have to pay taxes in certain situations, which represents an additional burdensome expense.

**Transitioning to online work:** A large percentage of activities of Latin American NGOs are very hands-on, and involve directly interacting with the vulnerable communities or creating mass events. COVID-19 poses a unique challenge that threatens the viability of a lot of the work these NGOs do. Additionally, in less urbanized areas, access to technology and technological literacy tends to be low.

## IV. NGO CASE STUDY RESULTS

**Teletón (all over Latin America):** Works in the rehabilitation of underprivileged children with musculoskeletal disabilities. This organization is truly international, being present in Chile, Colombia, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Paraguay, Peru, Puerto Rico, Uruguay and the United States. Most of their volunteers need advanced medical knowledge, or need to be onsite, which is why it is likely not a good match for Chezuba.

**Corporación Cultiva (Chile):** Works in reforestation and environmental education. They have high volunteer participation, and their volunteers tend to be from a large demographic (young, school children, retirees, etc.) but recruited on an activity-basis.

They are currently exploring new directions in their work with the transition to COVID-19, and their main idea is to support the creation of urban agriculture. They could be a great match for Chezuba, and need help with marketing, processing data and creating graphics, as well as designing new creative campaigns.

**Fundación Salvaterra (Colombia):** Their focus is on developing agricultural and environmental projects for rural communities. They seek to empower farmers and teach them to grow food in more sustainable ways. Their volunteers tend to be highly specialized in these topics, and have ample education (Masters, PhDs), but they do have experience working with international volunteers and even interns.

Their main challenge is to obtain funding, mainly because of a lack of trust in NGO that exist in Colombian societies. They recognized their need to update their social networks more often, and improve their capacity to respond to people who reach out. They could potentially be a good match for Chezuba if an appropriate project is suggested.

## V. RECOMMENDATIONS

Latin America is an excellent market for Chezuba to expand into. There is a growing number of NGOs, and an increasing number of people who are looking to volunteer. The COVID-19 epidemic can provide an excellent opportunity for Chezuba, given that NGOs are looking for creative solutions to move their work online, and could be open to hearing Chezuba’s pitch. This investigation revealed that tech literacy in NGOs is better than we originally thought (scheduling virtual meetings was never an issue) and that a lot of NGOs have experience and interest working with international volunteers. This combination of factors are promising for Chezuba.

Still, Latin American society highly-values personal relationships, and reaching out to NGOs through a mutual contact can greatly increase the receptiveness of organizations. Similar to the situation in Mexico, Chezuba should try to tap into the NGO groups/foundations and ask for referrals between organizations.

Additional recommendations when expanding into Latin America are the following:

- Use both English and Spanish in initial communications with NGOs. This could signal NGOs that Chezuba is an international organization (which would be appealing), but also ensure that the message is not lost in translation and reaches the desired audience.
- Reach out through alternative methods like Facebook. Response rates tend to be faster, and you will be redirected to the appropriate email address to contact.
- Have a “portfolio” of examples of possible work done by volunteers (including translations, marketing mate-

rials, finance projects etc.) to show NGOs. Since online volunteering is quite new, organizations need some help brainstorming ways that Chezuba could help them.

- Reach out to large universities with volunteering programs to find out what type of work their students are already doing. Additionally, these can serve as contacts to find NGOs that partner with them and are used to working with volunteers.

## ADDITIONAL RESOURCES

### a. Breakdown of registration by country:

- **Argentina:** Centralized national registration. Name of document: “Constancia de inscripción a la AFIP”
- **Chile:** Localized registration. Name of document: “Acta Constitutiva”
- **Colombia:** Centralized national registration. Name of document: “Identificación Tributaria”
- **Peru:** Centralized national registration. NGO is not a separate legal form. Name of document: official determination from Superintendencia Nacional de Aduanas y de Administración Tributaria”

### b. List of universities with large volunteering programs:

- Universidad de Buenos Aires
- Pontificia Universidad Católica Argentina Santa María de los Buenos Aires (UCA)
- University of Chile
- Universidad Pontificia de Chile
- USACH
- University of Lima
- Pontificia Universidad Católica del Perú
- Universidad Nacional de Bogotá
- Universidad de los Andes
- Universidad Católica de Colombia

# AFRICA

Researcher: Amenti Kenea



**REGISTRATION REQUIREMENTS:** In South Africa, NGOs, Civil Society Organizations (CSOs), and Community Based Organizations (CBOs) are grouped as “Non Profit Organizations” (NPOs). South African NPOs and Tanzanian NGO and CSOs must register with the government - it is illegal to operate without issued certification [20] [21]. All registration numbers can be checked on their government websites ([Tanzania](#)/[South Africa](#)).

**CONTACT METHOD:** In South Africa, email is preferred for initial contact, then Whatsapp is used for sustained communication (Companies have public accounts). Generally considered OK to ask for a number in the first email. Tanzania also prefers email, but does not seem to use social media as much.

**PAYMENT GATEWAYS:** South Africa uses PayGate (most used, has a DPO PayGate for NPOs, accepts Mastercard, Visa, Diners Club), PayU (largest, most robust), PayFast (mid sized NGOs [22], no account needed), Wire Card & Peach Payment (new, used by youth) [23]. Tanzania uses WorldRemit (good for international transfer via credit/debit), and Pesapal (local transfers).

**MAIN LANGUAGES:** English (dominant in South Africa), Swahili (dominant in Tanzania) [24]. Most NGOs seemed to know English though.

## I. NGO PRESENCE

### a. Location

Almost 250,000 registered NGOs dispersed through the country with strong clusters around: Cape Town, Pretoria, and Johannesburg regressing with population size and economical strength. A similar pattern is seen in Tanzania with Dar es Salaam having more NGOs (estimated to be 37% of NGOs). Dodoma comes second quickly followed by Mwanza.

### b. Foundations

South Africa:

- **South African National NGO Coalition (SANGOCO):** Forged during the anti-apartheid, SANGOCO is the largest umbrella body of NGOs in SA. It strives to strengthen civil societies to influence government policies. It is funded by national & international funds.
- **Southern African Non-Governmental Organisation Network (SANGONET):** For the very few NGOs in the field of information communication technologies, serves civil societies with a wide range of ICT products and services.
- **Women’s National Coalition:** Alliance of women and NGOs that target vulnerable demographic groups across the country across multiple racial, cultural and religious spectrum.

Tanzania:

- **National Council for NGOs (NaCoNGO):** Entity formed by NGOs for networking, representing their opinions and advocating for their rights.
- **The Foundation of Civil Society Organization:** Aim to enhance CSOs with necessary skills and resources. They offer grants and training sessions.
- **The Tanzania Association for NGOs (TANGO):** Similar to the Foundation for Civil Society Organization, without grants.
- **KEPA, Pact Tanzania, TRACE and the NGO Resource Centre (NGORC) of the Aga Khan Foundation:** All capacity-build-

ing institutions which also train other NGOs about how to conduct their business.

### c. Main Causes Supported



## II. VOLUNTEER ENGAGEMENT

### a. Volunteer Perspective

#### Demographics

1.2 million South Africans volunteered for 379 million hrs in 2011. 5.8% of people over 15 volunteer. Most are women (60.7%), 53.9% were individual volunteers, while 36.8% were through organizations [25]. These organizations are predominantly religious organizations.

There are not a lot of volunteering websites and aggregation platforms, and there is almost no study indicating the state in which volunteering exists currently. However, through my primary research, NGOs talked about volunteers coming from schools, churches, and offices in a phased manner. Volunteers are usually educated and living in cities.

#### Motivation

There is not a large volunteering culture in South Africa. Though, when people do volunteer, reports mainly show that their main motivation is to give back to the community for a cause they/their organization is affiliated with. Volunteers expected cash (23.7%), food (19.2%), and gaining skills (18.4%) for their volunteering experiences as well. In Tanzania, unionized volunteering is the main motivation where groupthink is predominant.

### b. NGO Perspective

NGOs typically look for volunteers out of school as they are usually more committed and long-term. They try to recruit volunteers that live in the same region where they operate as it is easier to coordinate work (same time difference, language, and contextual awareness). Common volunteer tasks include mentorship, office work (stuffing envelopes, data entry, etc.), and event setup/takedown/station running. Many large charitable organizations also have school chapters that help fundraise for them.

A common theme among NGOs is that people come and go so fast without actually doing anything that is relevant, thus they want to establish, or are already in relations with, aggregation platforms for consistent volunteering. Volunteer in South Africa, a website run by Chris Albon, has a list of links for anyone seeking work as a volunteer in SA. NGO volunteering aggregation platforms include: Khanyisweni Homework Volunteers, Giving & Sharing Campaign, Volunteer Link South Africa, Via Africa, Volunteer Child Network, South African Student Volunteers - SASVO - one of the leading student volunteer development agencies in South Africa, Volun-tours SA, Visions in Action, and African Conservation Trust.

In Tanzania, the NGO market is highly dominated by bigger institutions like Khan. These NGOs control the top of the funnel volunteering and donations to be distributed to smaller localized firms. NGO volunteering and competition has dwarfed to this unevenness in size.

## III. MAIN NGO CHALLENGES

NGOs face many challenges:

- Funding
- High attrition rates with volunteers - resentment
- Corrupt NGOs in the past have had an impact on image NGOs
- Low volunteering culture and doing most of the things in-house or not doing them at all

In Tanzania, funding is particularly a large challenge:

The tripartite relationship between NGOs, the government, and the donor community in the direction of funding remains a complex and contentious issue in Tanzania. Many donors are re-assessing whether funding should go to NGOs or be redirected to the government to enable the state to create the condition for the development of an autonomous civil society. A study denotes that the relationship between NGOs and donors is often skewed in favor of donors [26]. Over 90% of organisations in Tanzania are donor funded, and three-fifths received funding for 60-100% of their activities. With less than 7% remaining intact from external donors, their hand of influence is quite large. When funding for a project begins, very limited resources are made available for organisational running costs, salaries and equipment. The type of funding is argued to be unsustainable in the long term and often leads to abrupt cease of projects at premature stages.

Some NGOs, in order to secure resources, will follow the agendas set by international partners rather than pursue programmes developed in response to needs identified locally. Agencies include UNDP, SIDA, DFID, Oxfam Ireland, Trocaire, and NORAD. This has implications in negativity surrounding whether NGO in general are doing projects they want to do and/or believe in. Donors priorities were paramount, exemplified by one statement I received from Beyond ICT, claiming CSOs “hands are tied” when it comes to projects they would like to pursue, including onboarding to platforms like Chezuba in external volunteers.

Developing “internal” funding sources from supported individuals is a challenge as most NGOs focus on poverty alleviation. More powerful and established NGOs refuse grants when it comes to arrangements and projects they didn’t prefer, ultimately receiving money from a different donor. In contrast, smaller NGOs do not have this same power, they are usually forced to accept whatever funding they can get.

## IV. NGO CASE STUDY RESULTS

### South African Cases

**South African National Zakah Fund:** Volunteers remain to be part of the Muslim community that contribute Zakah and other Sadaqat in a proactive way. They redistribute funds to local small charities and do most of the other work in house. Thus they stopped relying on volunteers (except monetary volunteering). I raised the weak social media channels and engagement compared to their professional platform, but they didn’t seem interested. However, they are launching a new campaign in the upcoming months called SEED - SANZAF Education Empowerment and Development that might benefit from external volunteers.

**Black Sash:** Black Sash is an old institution that has switched from directly giving to the community to community building projects. That said, they are working on programs like community monitoring and advocacy projects that aim at improving government service delivery to the poor and marginalized communities and individuals. They are only looking for volunteers in these communities to help in piloting the program.

**FASfacts:** FASfacts implements programs and campaigns to decrease the prevalence of Fetal Alcohol Syndrome that is mainly caused by alcohol consumption during pregnancy. They set up satellite offices and are expanding to the rest of SA from the western cape. They seemed interested in the idea of outsourcing brochure and pamphlet design which is critical to their situation.

### Tanzanian Cases

**One Acre Fund:** OAF tries to approach rural poverty in a holistic approach offering bundled services to farmers from loans, delivery, training, and final market facilitation in 6 Sub-Saharan countries. They have eventually weaned off from unsustainable volunteer dependent models, to a revenue generating model that feeds

back to internal hires.

**Beyond ICT:** A local firm that aims at positively contributing to the development of Tanzania through proper usage of ICT. The NGO is heavily reliant on external donors that used the NGO as a grassroots expansion method of larger agendas. The aid is redirected through the Tanzanian government creating a complex relationship whereby every project uptaking - like Chezuba - has to be justified to both entities. They have no current platform and engagement mainly due to tight control of funds, and are willing to try products like Chezuba if it guarantees additional manpower in plans.

## V. RECOMMENDATIONS

### South Africa

South Africa is an attractive market for NGOs mainly due to its diversity of offerings, with multitudes of CSOs working from cape to cape on issues that have a broad range. There is a large selection of NGOs in all three tiers - smaller donor based NGOs, Mid tier NGOs transitioning for self-sustenance, and larger NGOs that are more established. The recent surge in volunteering culture has been intensified by group volunteering advocacy (mainly by religious groups and universities). On the downside, this demand has led to volunteer aggregation platforms to take charge, leaving little room for distinction of Chezuba from local service providers. However, the international value of Chezuba is considered as a coveted position by most of the cases I talked to. However, larger NGOs have already established volunteer sourcing funnels while smaller ones lack funds and are reluctant to take a bet on something new and foreign.

If entering South Africa:

- Enter an already established NGO foundation through a freemium on-

boarding, that would establish a repertoire of NGOs that could be shown off to other members.

- Market technical skill volunteering. Most of the volunteering sites are focused on packaging, animal conservation, and more hands on labor matching for individuals (especially in animal shelters, food banks, and orphanages) instead of projects that are hands on in internal projects. Thus technical skills could still be a viable market for entrance.

### Tanzania

Tanzania looks like a market that has NGOs mainly focused on development work and capacity building. This focus is (1) as a result of the need, and (2) lack of support from the government and others in other sectors. Volunteering culture isn’t well established, thus most of the NGOs do projects in-house and deploy them - not exposing projects for volunteering. External donors play a large role in deployment of projects, and thus cover employee cost. So, unlike South Africa, the degree of adoption for products and services like Chezuba is very limited, especially in mid-tier NGOs. As government and donor influence limits ease and pace of adoption, higher end more established NGOs like One Acre Fund show promise in adopting new technologies for volunteers - as their dependency on “donor funds” are minimal. **Thus, if Chezuba decides to advance in this market, targeting larger NGOs that are self-sustaining to justify onboarding should be targeted.**

# CONCLUSION

Conducting primary and secondary market research helped us understand the challenges, opportunities and nuances of each of the studied regions. However, this data is static and as Chezuba continues to evolve along with the NGO sectors in each region, it would be helpful to gain insights into each market in a continuously updating fashion.

## Next Level Data Analytics

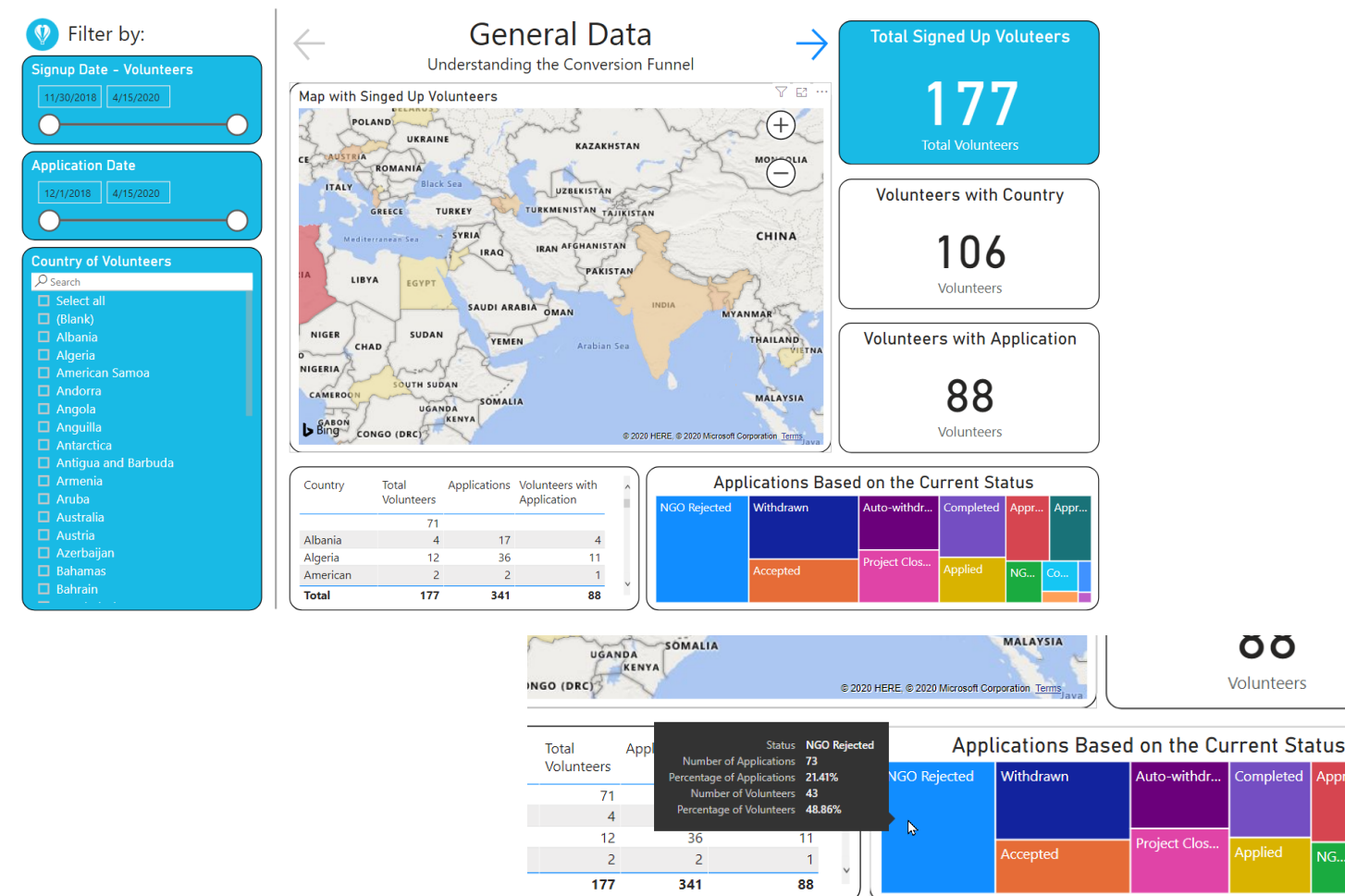
Developer: Juraj Vasek

As Chezuba grows, it generates a lot of new data every day. The purpose of this part of the project was to build interactive dashboards that will provide real-time insights about the needs of all Chezuba NGO partners and volunteers around the world. We started with dashboards

based on data about all users on the website, including volunteer applications, sign ups and projects in all of the 32 tables in database.

The six dashboards developed allow Chezuba to filter or drill down through data based on the dimensions of dates, location, categories, status of projects and many more variables. In the future it is possible to build on these projects, create more dashboards and integrate more sources of data including Google Analytics, MixPanel, to increase the scope of available data and bring even more dashboards.

*Note: Screenshots are based on fake data and do not reflect real performance of Chezuba due the confidentiality of data included in the reports.*



# APPENDIX

## Links to Rough Work

[Complete Google Drive Folder](#)

01 [Meeting Notes](#)

02 [Team Agreement](#)

03 [Progress Tracker](#)

04 [Primary Research](#)

[Email Template \(English\)](#)

[Email Template \(Spanish\)](#)

[North America](#)

[Mexico](#)

[Latin America](#)

[Africa](#)

05 [Secondary Research](#)

[Secondary Research Template](#)

[North America](#)

[Mexico](#)

[Latin America](#)

[Africa](#)

