



LAFRANCE ASSOCIATES

Mobilize the Immigrant Vote!

Evaluation of Northern California Citizenship Project's
Capacity-Building Series and Campaign

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Executive Summary

Context

California is undergoing an enormous demographic transformation, yet a gap remains between those who live in California and those who vote in California. In a state where one in four residents is foreign-born, Latinos now represent the second largest voting block, accounting for one in eight likely voters. Despite this demographic shift, California voters remain predominantly non-Hispanic white, a group that constituted 48% of the state's population in 2000 and 71% of those who voted.¹ At the same time, recent decades have shown a sharp increase in voter apathy, with turnout steadily declining since the 1970s. There are, however, some positive trends. The 1990s saw record numbers of immigrants becoming naturalized citizens. And while overall voter turnout in the state has been declining, the Latino vote is increasing. Still, multiple barriers to full democratic participation remain, and the challenge for California now and going forward is to engage and integrate new citizens effectively so that they become full participants in the civic and political life of their communities.

Responding to this historic opportunity and critical need, the Northern California Citizenship Project (NCCP) launched Mobilize the Immigrant Vote! (MIV) to increase immigrant communities' involvement in the November 2002 election and beyond. The NCCP has devoted the last three years to developing and providing training, technical assistance, networking and other support to groups working to increase immigrant civic and political activism. In these efforts, NCCP connects over 100 organizations from diverse immigrant communities throughout Northern California.

What is MIV?

Although NCCP has supported voter education among new citizens since 1998 through dissemination of the organization's multilingual *New Citizens Vote!* curriculum, MIV is NCCP's first intensive capacity-building series and corresponding grassroots campaign focused on this issue.

In general, NCCP's intensive capacity-building series are designed to build and sustain the ability of community organizations to engage and empower their immigrant constituents. The Mobilize the Immigrant Vote! series was unique in that participating individuals and organizations not only had the opportunity to learn new skills and methods but also the opportunity to put them to use immediately in implementing a simultaneous voter education and mobilization campaign in their communities.

As with all of NCCP's programs, MIV had immediate as well as long-term goals. Beyond developing the capacity of participating organizations to engage immigrant communities in the November 2002 election, MIV aimed to increase the ability and commitment of immigrant-serving organizations to mobilize their constituents for civic and political participation and, ultimately, to contribute to increased civic and political leadership and activism within immigrant communities.

Who Participated?

Fourteen organizations participated in capacity-building workshops, received technical assistance, and received financial support from NCCP to carry out the campaign in their communities. Participating organizations work within communities from Watsonville to Santa Rosa, and have members who are Chinese, Vietnamese, Korean, Latino, and from numerous other immigrant backgrounds. With a track record of providing immigrants with needed services and information,

Organizations that Participated in MIV

- Asian Advocacy Project
- Central American Resource Center (CARECEN)
- Catholic Charities of Santa Rosa
- Chinatown Community Development Center
- Chinese Progressive Association
- International Institute in San Mateo
- La Manzana Community Resources
- Marin Senior Coordinating Council
- Mujeres Unidas y Activas
- Self-Help for the Elderly
- Services, Immigrant Rights and Education Network (SIREN)
- Southeast Asian Community Center
- Spanish Speaking Citizens Foundation
- St. Peter's Housing Committee

¹ US Census 2000, <http://www.census.gov>

participating organizations were uniquely positioned to also offer them election information and galvanize them to get involved.

About the Report

This executive summary and a full evaluation report was prepared by LaFrance Associates, LLC (LFA), a research and evaluation consulting firm hired by NCCP to guide the organization's development of an overall evaluation strategy and conduct a pilot evaluation of the MIV capacity-building series and campaign. LFA worked alongside NCCP to develop and implement the evaluation with the goal of testing a variety of data collection methods and increasing NCCP staff members' understanding of how to document and evaluate their work. An integral part of NCCP's strategy is to "gather, evaluate, and disseminate information about effective models, best practices and strategies of immigrant civic and political engagement." To this end, the purpose of the evaluation is to document and assess the MIV capacity-building series and campaign in order to share lessons learned about how to implement and evaluate effective programs that empower immigrant communities and engage them in the electoral process.

What Difference Did MIV Make?

MIV Capacity-Building Series Outcomes

The purpose of the capacity-building series was to strengthen individual participants' skills as well as the capacity of participating organizations to mobilize their constituents to participate in the electoral process. Between July and December 2002, NCCP offered six MIV capacity-building workshops that 1) provided participants with a sense of the broader historical, social, political, and demographic factors that impact immigrant communities, 2) established and supported the development of a peer resource network, and 3) provided skills training to increase participants' confidence and competence in planning and implementing campaign activities and developing grassroots community leaders. In addition to training sessions and materials, the NCCP provided participants with individualized technical assistance, research and analysis on key statewide and local ballot issues, access to free multilingual voter education materials, and a coordinated media advocacy effort to generate coverage of partner organizations' activities.

The MIV capacity-building series effectively met all of its objectives:

Lessons Learned: Implementing the MIV Capacity-Building Series and Evaluation

NCCP staff reflected upon what worked and what could have been improved in the MIV capacity-building series and evaluation. The following "lessons" are selected from a longer list generated by NCCP staff and evaluators.*

Capacity-Building Series

- Involve participating organizations in design of capacity-building series content and structure.
- Provide a mini-grant to support organizations' work in conjunction with training and technical assistance.
- Create many opportunities for networking and relationship building among participants.
- Provide concrete tools and information organizations can use immediately in their community campaign work.
- Use participatory methodology in training sessions to engage workshop participants in an interactive learning experience.
- Support participants through a "learn by doing" approach in the development and implementation of individual workplans.
- Involve participants from diverse organizational roles (e.g., executive and program directors, outreach and organizing staff, and volunteers/emerging community leaders).
- Create opportunities for monolingual community members to participate by having simultaneous translation and translated written materials at all trainings.
- Involve organizations with diverse experience and perspectives, but work toward identifying common goals and creating a common vision and principles for the work.

Evaluation

- Involve participants in developing the evaluation approach and be sensitive to how the evaluation will be perceived by community members from diverse backgrounds.
- Be clear about the difference you can expect to make, and look for it. Make sure that the answer to your question is worth the cost of asking it.

** More detail is provided in the full report; lessons are meant to inform NCCP's future work as well as the work of other organizations that are positioned to offer and evaluate similar capacity-building trainings.*

- All participants gained greater understanding of the importance of mobilizing their communities to participate in elections.
- All participants developed stronger skills to carry out campaign activities, including voter education forums, GOTV (Get Out The Vote) activities, media advocacy, etc.
- Participants appreciated the opportunities for peer exchange and learning that MIV provided; most were able to leverage the time and effort of other participants by sharing materials and co-hosting events. Through these collaborations, participants were able to reach wider audiences and focus their efforts more effectively.
- Organizations used the election as an opportunity to develop grassroots community leadership; participating organizations recruited, trained, and actively involved 250 community members who contributed over 4,500 hours of service to campaign activities.

“Participating in the electoral outreach campaign...increased [our members’] ability and confidence to do similar work in the future. [We] succeeded in using the MIV campaign as a tool for helping immigrant women see their own potential to act as effective community leaders.”

- MIV Participant

- Organizations that participated in MIV benefited from the planning and evaluation support provided by NCCP. By developing campaign-specific workplans and tracking their efforts, participants were able to document where they had been able to meet or exceed their objectives as well as reflect on how their efforts could have been improved.

MIV Campaign Accomplishments

The purpose of the MIV campaign was to increase immigrant communities’ participation in the November 2002 election and, more generally, to contribute to more engaged and empowered immigrant communities in Northern California. Participants immediately utilized information and skills as well as the peer network they developed through the capacity-building series in their community campaign work.

- Over the course of the campaign, organizations held voter education and mobilization events in seven counties and eight languages.

Lessons Learned: Implementing the MIV Campaign

MIV participants reflected upon what worked and what could have been improved in their campaign work. The following “lessons” are selected from a longer list generated by participating organizations, NCCP staff, and evaluators.*

- Actively involve community members as volunteers in electoral activities, and use the campaign to offer leadership training and experience. Community members can play key roles from identifying goals for the campaign to staffing voter registration tables.
- Find ways to include non-citizen community members by involving them in advocacy and leadership development work around elections. While non-citizens can not vote, they can play a critical role in outreach and education to encourage other members of their communities to do so.
- Use a combination of outreach methods to reach constituents, but peer-to-peer outreach and personal contact work best.
- Be realistic about what you can do, paying particular attention to organizational capacity. Planning and implementing voter education and mobilization activities takes a lot of time.
- Learn and borrow from other organizations and collaborate to increase the breadth and depth of the impact of your work.
- Begin your electoral work as early as possible and continue through Election Day.
- Immigrant communities have specific information needs. Cover the basics in your voter education and make election issues relevant to your constituents.
- Set up voter registration headquarters at your organization.
- Educate constituents about the voting process; in particular, inform them about their option to vote absentee and remind voters that they do not need to vote for every office or issue on the ballot.
- Use voter mobilization activities as an opportunity to raise the visibility of your organization and the issues facing your community in the media.

** More detail is provided in the full report; lessons are meant to inform participating organizations and NCCPs’ future campaign work, as well as the work of other grassroots organizations working to engage and mobilize their constituents in civic and political activism.*

- Organizations that participated in MIV directly contacted over 35,000 individuals in immigrant communities; among these, over 4,000 attended voter education workshops, 800 were registered to vote, and over 7,000 were contacted through “get out the vote” (GOTV) activities such as precinct walking and phone banking.
- Nearly all of the organizations that participated in MIV exceeded their goals and contacted more community members through their voter education and mobilization efforts than they anticipated.
- Community members contacted during the course of the MIV campaign became more informed about the voting process, election issues, and the importance of the vote. Eligible voters became more motivated to vote in the November 2002 election.
- Among a sample of registered voters who attended MIV-sponsored voter education events that were held in five different counties and four different languages - Chinese, Vietnamese, Korean, and Spanish – a substantial 80% cast ballots.
- NCCP’s work to promote the MIV campaign in the media helped participants generate more attention and raise the visibility of the importance of the immigrant vote. Stories about MIV and participating organizations were widely covered by both the mainstream and ethnic media, including the San Francisco Chronicle, the San Jose Mercury News, AsianWeek, Korean Central Daily, Univision, and KQED-FM.

Conclusion

Considering immediate outcomes, the Mobilize the Immigrant Vote! capacity-building series and campaign were extremely effective for the individuals and organizations that participated. Through the capacity-building series, NCCP aimed to strengthen the skills of individual participants, the capacity of participating organizations to mobilize their constituents, and the connections among a growing network of organizations with a shared vision of more empowered and civically engaged immigrant constituencies. NCCP achieved all of its objectives in this area.

MIV “galvanizes different communities to come together for a common cause – to empower immigrant voters.”

- MIV Participant

“Only through coordinated efforts such as the ones we built with [MIV] will we truly be able to achieve immigrant empowerment and voter participation.”

- MIV Participant

Through the MIV campaign, NCCP and participating organizations aimed to engage more immigrants in civic and electoral activities and make an immediate difference in the November 2002 election. Ultimately, the 14 organizations that participated in MIV educated and mobilized over 35,000 members of immigrant communities to participate in the election.

The MIV capacity-building series and campaign leading up to the November 2002 election are just a beginning. In the long term, NCCP will continue to build and sustain the capacity of community organizations and other groups to engage and empower their immigrant constituents, ultimately working towards greater civic and political activism to expand democracy and advance social justice. With a continuing decline in overall voter turnout in California and nationwide, the need is clear for the ongoing work of NCCP, organizations that participated in MIV, and other community groups that are working to promote civic engagement and mobilize Californians to participate in our democracy.

NCCP is already gearing up for a 2004 Mobilize the Immigrant Vote! campaign. The skills, partnerships, and lessons learned through this pilot project can again be put to use towards developing grassroots leadership, broader participation, and a stronger voice for the immigrant community within Northern California.

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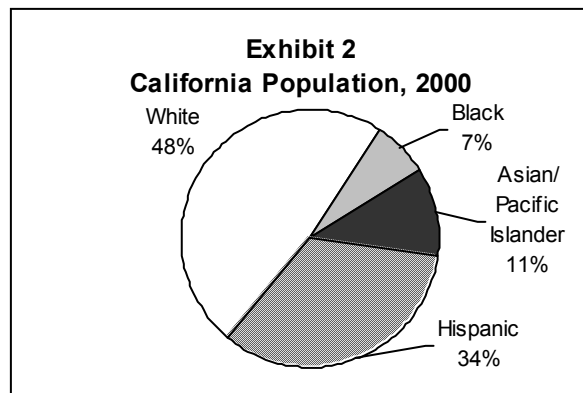
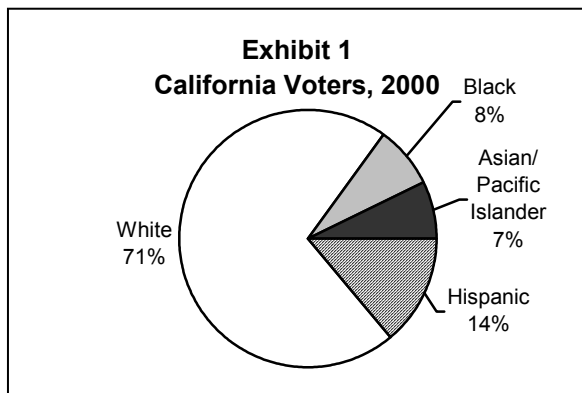
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I. Introduction

In July 2002, the Northern California Citizenship Project (NCCP) launched the Mobilize the Immigrant Vote! (MIV) Campaign to increase the participation of new citizens in the November 2002 election and beyond. Founded in 1997, the NCCP works to catalyze immigrant civic and political activism to strengthen democracy and advance social justice. The organization has devoted the last three years to developing and providing training, technical assistance, networking, and other support to immigrant empowerment programs that promote grassroots leadership development, electoral participation, parent empowerment, and other types of civic activism. In these efforts, NCCP connects over 100 organizations from diverse immigrant communities throughout Northern California.

Although NCCP has been supporting voter education among new citizens since 1998 through dissemination of the organization's multilingual *New Citizens Vote!* curriculum, MIV is NCCP's first intensive capacity-building series and corresponding grassroots campaign to mobilize the immigrant vote. The purpose of the capacity-building series was to develop participants' abilities to engage their communities in a voter education and mobilization campaign. The purpose of the campaign was to increase immigrant communities participation in the November 2002 election and, more generally, to develop participants' leadership and organizing skills, promote sustainable civic participation, and contribute to more engaged and empowered immigrant communities in Northern California.

Mobilize the Immigrant Vote! represents one of NCCP's responses to the historic opportunity and critical need to increase new citizen's civic and electoral participation. California's population is undergoing an enormous transformation, yet many in immigrant communities and communities of color in California are not participating in the electoral process. In California, where one in four residents is an immigrant, the Latino population increased by 42.6% and the Asian population grew by 38.5% over the past decade.¹ While Latinos now represent the second largest voting block in California, accounting for one in eight likely voters, California voters are predominantly non-Hispanic white, a group that constituted 48% of the state's population in 2000 and 71% of those who voted.² At the same time, overall voter turnout is declining—50% of eligible adults cast votes in California in the 1970s, 47% in the 1980s, and 43% in the 1990s. Only 41% of eligible adults voted in the November 1998 election.³ In advance of the November 2002 elections, policy analysts, community leaders, and the media made dire predictions for a record-low voter turnout, which proved accurate. A mere 36% of eligible adults and 51% of registered voters cast ballots on November 5, 2002⁴. There are, however, some positive trends. The 1990s saw record numbers of immigrants becoming naturalized citizens. And while overall voter turnout in the state has been declining, the Latino vote is increasing. Still, multiple barriers to full democratic participation remain, and more has to be done to bring large segments of society into political debates and decision-making.



¹ US Census 2000, <http://www.census.gov>

² Same as above.

³ Public Policy Institute of California, *California's Likely Voters*, September 2002, <http://www.ppic.org/facts/facts.html>

⁴ California Secretary of State, <http://www.ss.ca.gov>

To this end, NCCP developed the MIV capacity-building series and campaign. Fourteen organizations participated in capacity-building workshops, received technical assistance, and received financial support from NCCP to carry out the campaign in their communities. The organizations work within communities from Watsonville to Santa Rosa, and have members who are Chinese, Vietnamese, Korean, Latino, and from numerous other immigrant backgrounds. With a track record of providing immigrants with needed services and information, participating organizations were uniquely positioned to also offer them election information and galvanize them to get involved. Over the course of the campaign, organizations held events in seven counties and eight languages, planning and implementing a range of activities to educate and mobilize new voters, including: voter education workshops, registration drives, and “get out the vote” (GOTV) activities such as precinct walking and phone banking.

- | Exhibit 3
Organizations Participating in MIV |
|--|
| <ul style="list-style-type: none"> ▪ Asian Advocacy Project ▪ Central American Resource Center (CARECEN) ▪ Catholic Charities of Santa Rosa ▪ Chinatown Community Development Center ▪ Chinese Progressive Association ▪ International Institute in San Mateo ▪ La Manzana Community Resources ▪ Marin Senior Coordinating Council ▪ Mujeres Unidas y Activas ▪ Self-Help for the Elderly ▪ Services, Immigrant Rights and Education Network (SIREN) ▪ Southeast Asian Community Center ▪ Spanish Speaking Citizens Foundation ▪ St. Peter’s Housing Committee |

The MIV campaign ultimately reached tens of thousands of people directly and many more in the Bay Area as a result of the publicity they generated. As detailed in the report, NCCP’s MIV capacity-building series and campaign were successful on many levels:

- The individuals who received training from NCCP gained an increased understanding of the importance of mobilizing their communities to participate in elections and learned new skills to carry out campaign activities.
- Organizations that received capacity-building technical assistance and funding held educational events and mobilized voters at unprecedented levels which were beyond their original projections.
- Participating organizations recruited, trained, and actively involved 250 community members who contributed over 4,500 hours of service to campaign activities.
- Community members contacted in the course of the campaign became more informed about the voting process, election issues, and the importance of the vote; eligible voters became more motivated to vote in the November 2002 election.
- Among a sample of registered voters who attended MIV-sponsored voter education events that were held in five different counties and four different languages – Chinese, Vietnamese, Korean, and Spanish – a substantial 80% cast ballots on Election Day.
- Over 35,000 individuals in immigrant communities were informed about election issues and the importance of voting.

As with all of NCCP’s programs, MIV had immediate as well as long-term goals. While voter turnout for the November 2002 election, in California and across the nation, proved to be as disappointing as was predicted, the MIV campaign was one successful step for NCCP and participating organizations in their work towards empowering their immigrant constituents to become more civically engaged.

This report was prepared by LaFrance Associates, LLC (LFA) a research and evaluation consulting firm that was hired by NCCP to guide the organization’s development of an overall evaluation strategy and to conduct a pilot evaluation of the MIV capacity-building series and campaign. LFA worked alongside NCCP to develop and implement the evaluation with the goal of testing a variety of data collection

methods and increasing NCCP staff members' understanding of how to document and evaluate their work. The appendix of the report contains more detailed information about the evaluation methodology and data collection instruments used.

As a pilot program, MIV provided an important learning opportunity for both NCCP and participating organizations. One of NCCP's core strategies is "gathering, evaluating, and disseminating information about effective models, best practices and strategies of immigrant civic and political engagement." To this end, the purpose of this report is to document and assess the MIV capacity-building series and campaign and to share lessons learned from the capacity-building series, campaign, and evaluation so that NCCP's and other organization's future efforts to implement voter education and mobilization activities within immigrant communities will be even more effective.

II. Mobilize the Immigrant Vote! Goals and Objectives

In general, NCCP's intensive capacity-building series are designed to build and sustain the ability of community organizations to engage and empower their immigrant constituents. The Mobilize the Immigrant Vote! series was unique in that participating individuals and organizations not only had the opportunity to learn new skills and methods but also the opportunity to immediately put them to use in implementing a simultaneous voter education and mobilization campaign in their communities.

Throughout this report, the following terminology is used:

- The MIV **capacity-building series** refers to the training, technical assistance, funding, and access to tools and information provided directly to participating organizations by NCCP.
- The MIV **campaign** refers to work MIV participating organizations engaged in directly in communities, as well as the broad public education effort spearheaded by NCCP through the media.

At the outset of the MIV capacity-building series and campaign, NCCP staff worked with consultants from LaFrance Associates, LLC (LFA) to articulate goals for the capacity-building series and campaign. NCCP identified goals for the individuals and organizations that participated in the capacity-building series as well as for the communities in which the MIV campaign was implemented.

Exhibit 4
MIV Capacity-Building Series and Campaign Goals

For participating individuals⁵	Increase MIV participants' confidence and competence in planning and implementing voter education and mobilization activities.
For participating organizations⁶	Increase participating organizations' capacity to plan and implement effective voter education and mobilization activities
For communities⁷	Increase the participation of immigrant voters in Northern California in the November 2002 election

Next, NCCP staff worked with consultants from LaFrance Associates, LLC (LFA) to articulate clear outcomes objectives for their efforts. NCCP articulated outcomes for the capacity-building series and campaign separately, although there is some overlap between expected outcomes for the two components. NCCP and LFA developed a logic model for MIV to graphically represent the relationship among the resources (inputs) used to operate the program, planned program activities, and expected change (short-term and long-term outcomes). This process helped to clarify how to document and evaluate the capacity-building series and campaign. This logic model is shown in Exhibit 5, on the following page.

⁵ Throughout the report, several different words are used to refer to NCCP's target audiences. The term "participant" is used to refer to the individuals who attended MIV trainings. The term "community member" is used to refer to individuals who are members or volunteers of the agencies that participated in MIV. "Community leaders" refers to those volunteers who helped develop and implement electoral activities.

⁶ "Participating organizations" or "organizations" refers to the nonprofit agencies whose staff and members received training, technical assistance, and mini-grants from NCCP.

⁷ "Communities" refers to the diverse array of immigrant communities in which participating organizations work.

Exhibit 5
Mobilize the Immigrant Vote! Logic Model

Inputs	Component	Activities	Outputs	Short-term Outcomes	Long-term Outcomes
<ul style="list-style-type: none"> ▪ NCCP staff and consultants (trainer, evaluator) ▪ Capacity-Building workshops ▪ Individualized technical assistance ▪ Mini-grant ▪ Resources and tools to support immigrant voter education ▪ Networking opportunities ▪ Media outreach 	Capacity-Building Series	<ul style="list-style-type: none"> ▪ Select participants ▪ Develop Mobilize the Immigrant Vote! capacity-building series curriculum ▪ Provide one-on-one technical assistance ▪ Provide opportunities for peer learning and exchange ▪ Develop fact sheets and resources for use by MIV participants ▪ Document and evaluate MIV capacity-building series 	<ul style="list-style-type: none"> ▪ Six capacity-building workshops for staff community volunteers ▪ Mobilize the Immigrant Vote! Campaign curriculum 	<p>For individual participants:</p> <ul style="list-style-type: none"> ▪ Increased understanding of the historical, social, and political factors impacting the immigrant rights movement and how their electoral work fits within this context ▪ Increased understanding of the relationship between election issues and the ongoing work of their organizations ▪ Increased skills in conducting electoral work ▪ Increased sense of connection to a network of individuals and organizations working on electoral and immigrants' rights issues within their communities <p>For participating organizations:</p> <ul style="list-style-type: none"> ▪ Increased ability to engage in planning and evaluation for voter education and mobilization activities ▪ Increased staff capacity and competency to carry out a voter education and mobilization campaign ▪ Strengthened base of community volunteers and leaders ▪ Strengthened collaborations with other organizations ▪ Increased visibility of their work ▪ Increased organizational commitment to leadership development and civic activism. 	<ul style="list-style-type: none"> ▪ Increased ability and commitment to educate and mobilize constituents for civic and political participation
	MIV Campaign	<ul style="list-style-type: none"> ▪ Conduct media outreach campaign ▪ Support organizations to develop and implement workplans ▪ Document and evaluate MIV campaign 	<ul style="list-style-type: none"> ▪ Generate media coverage ▪ Contact community members through voter registration, voter education, educational outreach, precinct walking, and phone banking activities ▪ Recruit, train, and involve community leaders/volunteers ▪ Coordinated collaborative efforts among organizations 	<p>For communities:</p> <ul style="list-style-type: none"> ▪ Increased awareness of the importance of the vote, the voting process, how to get involved in elections ▪ Increased understanding of election issues ▪ Strengthened community leadership and volunteer involvement ▪ Increased voter turnout 	<ul style="list-style-type: none"> ▪ Increased civic and political leadership and activism within immigrant communities

This report, prepared in the months immediately following the capacity-building series and campaign, provides detail about activities, outputs, and short-term outcomes of the capacity-building series (Chapter III) and those of the campaign (Chapter IV). It is not possible at this time to explore the extent to which MIV was effective in achieving identified long-term outcomes. While the organization can not lose sight of these, by measuring progress towards its short-term objectives NCCP can confirm that it is on the right track.

III. Mobilize the Immigrant Vote! Capacity-Building Series

Capacity-Building Series Activities

Design and Implementation

The MIV capacity-building series was developed to:

1. Increase participants' understanding of electoral issues,
2. Develop their skills to carry out electoral work,
3. Provide opportunities for peer learning and exchange, and
4. Facilitate the development of a network of individuals and organizations working toward common goals.

During planning for the campaign in Spring 2002, NCCP conducted outreach to approximately 25 organizations and held informational meetings to gauge interest, gather input on the proposed goals and structure of the campaign, and invite interested organizations to apply. From this larger pool, NCCP selected 14 organizations based on their established relationships with diverse immigrant constituencies, their commitment and previous experience in voter education or civic participation work, and their identified need for technical assistance and support to conduct effective election-related activities with their new citizen constituents. Of these, ten were participants in a previous NCCP capacity-building series, a nine-month Leadership Development Training Series focused on developing active grassroots immigrant leadership. The organizations represent Latino, Chinese, Vietnamese, Korean, Iranian and other communities in seven Bay Area counties. As a part of the series, each participating organization developed a detailed six-month workplan for their voter education project and received a \$3,000 mini-grant to support their activities.

Each participating organization was asked to designate at least one lead staff person who would attend all MIV capacity-building workshops. However, the workshops were open to as many staff members as were interested and able to attend. As a result, a total of 34 staff members from participating organizations attended at least one training. In addition, participating organizations were encouraged to bring community members to the MIV trainings. Most organizations took advantage of this opportunity, and a total of 17 community members attended at least one workshop. All training and materials were provided in English and Spanish to facilitate the participation of monolingual community members.

The training series was designed and led by Monica Regan, NCCP's Director of Programs, and Mimi Ho, a trainer with an extensive background in grassroots community organizing and mobilizing marginalized communities for electoral participation. Salli Fune, NCCP's Communications Associate, provided training and technical assistance on media outreach and led the MIV media campaign.

Content, Structure, and Methodology

Since 1998, the NCCP has supported new citizen voter education through the development and broad distribution of the organization's multilingual *New Citizens Vote!* curriculum. In addition to disseminating the curriculum to 249 organizations, in four separate election cycles, NCCP has directly supported 27 organizations with training and mini-grants to conduct pre-election immigrant voter education workshops. The content of training provided to MIV participants in part reflected key lessons learned from evaluation of these efforts, namely that effective voter education in immigrant communities includes four essential components:

- First, effective voter education for new citizens should include an illustration of the significance of the vote as one way of impacting crucial decisions affecting communities in our current social and political context.

- Second, newly naturalized citizens who have never voted in the US need basic instruction about the voting process itself, from voter registration to going to the polls.
- Third, given the complexity of election issues and lack of reliable and in-depth information in languages spoken by immigrant groups, effective voter education should include an overview and analysis of ballot issues.
- And fourth, so that new voters can make informed decisions about the current election and other community issues, voter education should provide skills and opportunities to deepen critical thinking skills.

Also reflected in the content of the capacity-building series was NCCP's commitment to supporting an increase in immigrant community empowerment and civic participation over the longer term. Thus, while voter education and mobilization was the central topic of training provided, it was presented within the context of strengthening a broader movement for positive change in communities. Participants were reminded that the vote is one of many important ways to get involved in improving communities; to have deeper impact, NCCP stresses that electoral organizing activities should also build community leadership and capacity for ongoing participation.

The MIV capacity-building series consisted of three phases and a total of six different workshops between July and December 2002. Exhibit 6 summarizes the topics covered by each workshop. In phase one, all participants came together for two full-day launch sessions in July. These two opening sessions laid the groundwork for the rest of the series by building participants' understanding of the broader historical, social, political, and demographic factors impacting immigrant communities, by introducing campaign partners to each other to establish a peer support and mentorship environment, and by beginning workplan development.

In phase two of the series, every month from August through October, key staff and community leaders representing each organization attended a day-long training session designed in response to the needs participants identified and to support the concrete activities of their workplans. Topics included volunteer recruitment and leadership development, effective voter education tools and techniques, media advocacy, and effective get out the vote methods such as precinct walking and phone banking. In this phase, participants were separated into two groups and each training was offered twice, in different locations, to accommodate participants' schedules and to alleviate some of the travel burden. Finally, in phase three, all participants came together again for a post-election session to share accomplishments and lessons learned and to evaluate the overall effectiveness of the campaign.

Throughout the series, NCCP's training methodology reflected a commitment to a learn-by-doing approach. All exercises were designed to be as participatory and interactive as possible and were offered as tools participants could take back and use directly in their community education and mobilization activities. In addition to training exercises, each session included focused time to check-in on workplan progress, and to build relationships and learn from the challenges and successes of peers.

Exhibit 6
Overview of Mobilize the Immigrant Vote! Workshops

Session	Session Topics
July 2002 Launch Day 1	<ul style="list-style-type: none"> ▪ Overview of key historical, social, and political issues impacting immigrant communities ▪ Illustrate linkage between current electoral work and the broader context ▪ Introduce the "nuts and bolts" of election work ▪ Begin workplan development
July 2002 Launch Day 2	<ul style="list-style-type: none"> ▪ Illustrate barriers to electoral participation by marginalized communities ▪ Engage participants in a mock election to demonstrate the importance of each vote ▪ Share lessons from the Civil Rights Movement: institutional racism in elections and community responses

	<ul style="list-style-type: none"> ▪ Explore methods of using elections to develop community leaders and build organizational capacity ▪ Get feedback on workplans
August 2002 Training	<ul style="list-style-type: none"> ▪ Provide examples of how to use election issues to build critical thinking skills and political awareness ▪ Provide framework for analysis of ballot issues ▪ Highlight key statewide and regional issues in the November 2002 elections that impact immigrants ▪ Train participants on effective outreach and recruitment strategies
September 2002 Training	<ul style="list-style-type: none"> ▪ Teach participants how to build a field campaign ▪ Give participants training and tools for holding a voter education forum ▪ Introduce participants to NCCP's media campaign ▪ Introduce participants to NCCP's evaluation strategy and tools
October 2002 Training	<ul style="list-style-type: none"> ▪ Provide media advocacy training ▪ Final workplan check-in: peer consultations and collaboration
December 2002 Final Session	<ul style="list-style-type: none"> ▪ Celebrate successes and share challenges ▪ Evaluate MIV training series

Additional Tools and Resources

In addition to training sessions and materials, the NCCP provided participants with individualized technical assistance, research and analysis on key statewide and local ballot issues, access to free multi-lingual voter education materials, and a coordinated media advocacy effort to generate coverage of partner organizations' activities.

Every organization that participated in MIV developed an individual campaign workplan at the outset of the capacity-building series. To ensure that the workplan would be an effective tool for participants, NCCP created a detailed framework with examples and provided training on effective planning. The workplans included participating organizations' long and short term goals, campaign objectives, key activities, and outcomes. To support participants in creating an electoral organizing project that would have multiple positive outcomes, the workplan framework included three objective areas: first, an electoral and political impact objective that focused on concrete voter education and mobilization outcomes; second, an organizing and leadership development objective that focused on involving and empowering community members through campaign activities; and third, an organizational development objective that emphasized collaboration with other organizations and building organizational capacity and commitment for continuing this work in the long term. Finally, in addition to training and sample materials, NCCP provided one-on-one technical assistance to help organizations clarify and formulate the activities they would undertake.

To strengthen lessons learned in the group training sessions, NCCP's lead trainer provided a total of 42.5 hours of one-on-one technical assistance to MIV participants. All participants received an hour-long consultation to help them develop their project workplan. After this initial consultation, the trainer provided further assistance as needed. Through repeated phone calls, the trainer was able to provide individualized attention, check-in on progress, and to share resources that helped organizations implement their workplans. Each organization received more than one hour of one-on-one technical assistance; some organizations received as much as five hours of personal attention over the course of the campaign.

Recognizing that individual organizations often do not have the time and/or capacity to research complex ballot measures, NCCP identified key statewide and local issues impacting low-income immigrant communities and provided participants with a summary and analysis of each, as well as a list of resources where participants could get additional information. Also, so that participants did not need to design their community education activities from scratch, NCCP provided access to various multi-lingual voter

education materials, including the NCCP's *New Citizens Vote!* curriculum, and other educational tools that could be used directly in communities.

Finally, NCCP conducted a media outreach campaign on behalf of participants and was available to assist them to conduct further outreach on their own. NCCP staff developed a media packet, including a press release, list of MIV campaign activities and spokespeople, and a fact sheet with background and statistics on changing demographics and the importance of the immigrant vote. Participants used these materials in their outreach. NCCP also contacted members of the ethnic and mainstream media directly to inform them of the work of MIV participants and garner media coverage.

Nearly all participants made use of every type of training, tool, and resource provided by NCCP.⁸ NCCP helped to support the work of participating individuals and organizations by providing hands-on training, assisting with planning efforts, providing individualized technical assistance, performing in-depth analysis of election issues, and conducting extensive media outreach.

Documentation

The entire Mobilize the Immigrant Vote! capacity-building series curriculum was extensively documented as were all campaign activities carried out by individual organizations. Access to sample materials and information about best practices will be available through NCCP's growing Resource Center. In this way, the efforts of NCCP and participating organizations can contribute to the pool of resources available to build the capacity of a wide range of organizations that are working to empower and engage immigrant communities in civic activism.

⁸ Detail is provided in the appendix.

Capacity-Building Series Outcomes

The capacity-building series was overwhelmingly successful in increasing participants' confidence and competence in planning and implementing voter education and mobilization activities. The MIV series offered individuals and organizations new skills, tools, and opportunities to engage their constituents in civic and political activities.

Outcomes for Individual Participants

NCCP's work has a direct effect on individuals who attend the trainings, receive technical assistance, and participate in networking opportunities. A total of 51 people participated in at least one MIV capacity-building workshop during the course of the training series. Of these, 34 are staff of community organizations and 17 are members of the communities in which these organizations work. Some individuals attended every workshop, others attended only one.

In order to assess the extent to which the capacity-building series increased participants' confidence and competence in planning and implementing voter education and mobilization, those who attended the final workshop completed a written evaluation form and a subset of eight participants participated in a focus group. In addition, every organization submitted a written report at the end of the capacity-building series.

Exhibit 7 Goals and Anticipated Outcomes for Individual Participants

Goal:

Increase MIV participants' confidence and competence in planning and implementing voter education and mobilization.

Short-term Outcomes:

- Increased understanding of the historical, social, and political factors impacting the immigrant rights movement and how their electoral work fits within this context
- Increased understanding of the relationship between election issues and the ongoing work of their organizations
- Increased skills in conducting electoral work
- Increased sense of connection to a network of individuals and organizations working on electoral and immigrants' rights issues within their communities

Increased Understanding of the Importance of Electoral Work

Participation in the capacity-building series increased participants' understanding of the importance of the immigrant vote as well as their organizations' role in educating and mobilizing their communities to participate. In the words of one participant, "The vote counts and if immigrants want to raise their voices to be heard, they must vote." Another said, "It is important for our organization to educate new immigrants on their rights. MIV reinforced this."

The capacity-building series also increased participants' abilities to carry out a voter education and mobilization campaign. In every area in which they were asked to assess the change in their competence and confidence, most said their participation either "greatly increased," or "increased," their confidence and competence in doing this work, as shown in Exhibit 8.

Exhibit 8 Participants Assessment of How Much MIV "Increased Their Ability" To Do Electoral Work

Training Area	Greatly increased	Increased	Somewhat increased	Not at all increased	TOTAL
Explain the importance of the immigrant vote to colleagues and community members (n=13)	28.6%	50.0%	21.4%	0.0%	100.0%
Inform your organization's staff about the relationship between electoral work and the ongoing work of your organization (n=13)	38.5%	38.5%	23.1%	0.0%	100.0%
Plan a voter education and mobilization campaign for your organization (n=14)	71.4%	14.3%	14.3%	0.0%	100.0%
Conduct a voter education and/or candidates' forum (n=14)	42.9%	28.6%	28.6%	0.0%	100.0%

Training Area	Greatly increased	Increased	Somewhat increased	Not at all increased	TOTAL
Recruit volunteers for electoral activities (n=14)	28.6%	21.4%	50.0%	0.0%	100.0%
Coordinate voter registration activities (n=14)	42.9%	35.7%	14.3%	7.1%	100.0%
Train community members to take on leadership roles in campaign work (n=13)	15.4%	53.8%	23.1%	7.7%	100.0%
Set up phone bank (n=13)	15.4%	69.2%	7.7%	7.7%	100.0%
Communicate with the media about your work (n=13)	46.2%	30.8%	23.1%	0.0%	100.0%
Mobilize your constituents to vote (n=14)	28.6%	57.1%	14.3%	0.0%	100.0%

Increased Skills in Conducting Electoral Work

By the final workshop in the MIV capacity-building series, most participants were prepared to plan and implement voter education and mobilization campaigns in the future. In every area NCCP sought to increase participants' ability to carry out electoral work, a majority of participants consider themselves to be "very prepared" or "prepared."

Over 75% of participants feel "very prepared" or "prepared" to:

- Explain the importance of the immigrant vote to colleagues and community members
- Inform their organization's staff about the relationship between electoral work and the ongoing work of their organization
- Plan a voter education and mobilization campaign for their organization
- Conduct a voter education and/or candidates' forum
- Coordinate voter registration activities
- Communicate with the media about their work

As of the end of the series, over half of the participants felt "prepared" or "very prepared" to

- Recruit volunteers for electoral activities
- Train community members to take on leadership roles in campaign work
- Set up a phone bank

All of the participants are more prepared to mobilize their constituents to vote as a result of their participation in the MIV capacity-building series.

Signaling their interest in continuing electoral work, MIV participants are already thinking ahead to 2004. Several encouraged NCCP to begin planning for a MIV campaign in preparation for future elections. One person said, "I think it was good to have something for the 2002 election, but I think they should have something more for 2003... and definitely for 2004. I think that election is more important."

Increased Sense of Connection to a Network

NCCP is working to build a network of individuals and organizations who share the common goal of catalyzing greater involvement of immigrant communities in the democratic process. Individuals were asked to evaluate whether the capacity-building series was effective in helping to develop and support this type of network. As described below, all the participants who completed the written evaluation form rated this aspect of the series very highly.

- All participants said that NCCP was "very effective" (56.3%) or "effective" (43.8%) in providing opportunities for peer-exchange, collaboration, and information-sharing with like-minded organizations.

- All participants but one said they used “opportunities to network or collaborate with other organizations in the campaign,” and all said that this was “very useful” (66.7%), “useful” (20.0%) or “somewhat useful (13.3%).

MIV participants commented not only on the value of going through the capacity-building series as a cohort but also on the opportunity to work together outside of the workshops. Within the workshops, participants appreciated hearing what others were doing and learning from the successes and challenges they experienced. In addition, some participants were able to leverage the time and efforts of their peers by employing the materials and activities they developed in the course of their electoral work. This freed them to work on other aspects of their campaigns. Three organizations held a joint press conference and were able to draw the attention of local Spanish-language media. This was a major success for them in bringing more attention to their communities and their work in advance of the elections. Through these collaborations, participants were able to reach wider audiences and focus their efforts more effectively.

“I really enjoyed hearing about what other agencies have done and how we can incorporate it. It was also very motivating since people were passionate.”

“The information we received from other organizations...allowed us more time to focus on other things rather than spending valuable time translating.”

“We were able to share written materials and translations as well as ideas about tactics and what might work better.”

“We worked together with Chinatown CDC and Chinatown SRO Collaborative through this program and built better relationships.”

- MIV Participants

Outcomes for Organizations

One of NCCP’s core strategies is to build the capacity of community organizations to empower and engage their immigrant constituents. MIV increased participating organizations’ ability to do this work by helping them engage in a formal planning and evaluation process, increasing staffs’ capacity to implement the campaign, providing tools and support to increase community members involvement in the campaign, and providing organizations with encouragement and opportunities to collaborate with organizations within MIV and within their communities.

Increased Ability to Engage in Planning and Evaluation

As described previously, every organization that participated in MIV developed an individual campaign workplan at the outset of the capacity-building series. These workplans were very effective in helping organizations focus their efforts. As one participant explained, “In previous years...[we] found ourselves becoming ‘worker-bees,’ scrambling to cover specific topics rather than creating an overall structure for voter education.” By developing a workplan, organizations were more disciplined in their approach to the campaign. And by creating a workplan framework that looked beyond short term impact, NCCP helped participants focus some of their energy on less immediate, but still significant campaign outcomes, including community leadership development and strengthened collaboration with other organizations.

The goals and objectives organizations outlined in their workplans also gave participants a benchmark against which to measure their progress. Most organizations found that they not only achieved their

Exhibit 9 Goals and Anticipated Outcomes for Participating Organizations

Goal: Increase participating organizations’ capacity to plan and implement effective voter education and mobilization activities

Short-term Outcomes:

- Increased ability to engage in planning and evaluation for voter education and mobilization activities
- Increased staff capacity and competency to carry out a voter education and mobilization campaign
- Strengthened base of community volunteers and leaders
- Strengthened collaborations with other organizations
- Increased visibility of their work
- Increased organizational commitment to leadership development and civic activism.

goals, but they exceeded them. The Chinatown Community Development Center, for example, registered 500 voters, exceeding their goal of registering 100. As part of their project, the International Institute in San Mateo County planned to conduct one voter education forum that would reach 15-25 people; ultimately, the organization held five and reached 262 participants. Catholic Charities of Santa Rosa's campaign plan included one voter education workshop; the organization held three and also registered voters (something they had not outlined in their workplan). Organizations that used the MIV Events Tracking Form provided by NCCP had a tool to keep a record of the results of their efforts in a way that they had not done before. By including a planning and evaluation component, MIV helped organizations develop the capacity to prepare for and reflect on their work so that they can enter future campaigns with realistic expectations and effective strategies.

Increased Staff Capacity and Competency

While every organization was asked to identify a lead staff person to attend all workshops, capacity-building trainings were open to as many staff as were interested in attending. As a result, all but two organizations sent more than one staff person to at least one workshop; one organization sent a total of eight staff members to workshops. Because most organizations took advantage of the opportunity to send multiple staff members to the workshops, NCCP's capacity-building series had a wider influence on organizations than it would have had if only one representative from each organization had attended.

Beyond providing training to multiple people from each organization, NCCP encouraged participants who attended MIV workshops to share the information and skills they gained with their colleagues who did not. NCCP specifically encouraged them to hold in-service trainings for their peers and find ways to engage their organizations' staff in electoral activities. Several participants held in-service trainings for their staff with this goal in mind. Self-Help for the Elderly held an in-service for 80 agency staff "in order to provide them with the resources to assist their clients with voter registration and absentee ballots;" in addition, staff who attended MIV workshops held a second training for 22 of their colleagues to educate them about particular ballot issues. Participants from SIREN held a comprehensive training for their entire organization's staff. In most organizations, staff members beyond those who attended MIV trainings participated in electoral work ranging from precinct walking to helping new citizens register to vote.

Strengthened Base of Community Volunteers and Leaders

In support of a longer-term increase in community leadership and empowerment, NCCP encouraged organizations to identify ways to recruit, train, and involve community leaders in carrying out electoral

"We recruited more volunteers in our voter forum than before."

- MIV Participant

work. Beyond providing a volunteer base that can augment the work of paid staff, these leaders are key members of the communities that NCCP and participating organizations work within. They can bring valuable perspectives to the work and encourage other community members to participate. For this reason, NCCP encouraged organizations to bring community members (in addition to staff) to the capacity-building workshops. Most organizations brought one community member to at least one workshop; over the course of the series, some organizations brought as many as five different community members.

Further, during the course of their campaign work, participating organizations involved a total of 250 community members as volunteers. This means that, on average, for every staff member who attended a workshop (34 total) seven community members were engaged in electoral activities. These community members served a total of 4,559 hours. Over the course of the six-month campaign, volunteers contributed more hours to organizations that participated in MIV than would have been worked by four FTE (full time equivalent) employees during that time period. Organizations that drew upon the strength of community volunteers were clearly able to accomplish far

"Participating in the electoral outreach campaign was a positive experience which increased [the members'] ability and confidence to do similar work in the future." By using more experienced community members as models and mentors for newer members, we "succeeded in using the MIV campaign as a tool for helping immigrant women see their own potential to act as effective community leaders."

- MIV Participant

more than they would have been able to without their assistance. These organizations also gained a new group of committed community members and/or strengthened the skills of current members to involve in future campaigns and community activities. In this way, NCCP helped to significantly extend the impact of the capacity-building series, to increase the capacity of participating organizations to implement their workplans, and to build a stronger base of skilled and committed immigrant community leaders. For example, Mujeres Unidas y Activas (MUA) trained 28 community members, from Oakland and San Francisco, in direct community outreach, phone banking, and precinct walking.

Some participating organizations were more successful at engaging community members than others. Several noted that this was a key component of what made their work a success. Others mentioned that this was the area in which their work fell short of their expectations. All of those who said that their organization fell short of their goals with regard to involving community members and volunteers in their campaign work also said that when they conduct this type of work in the future, they will plan ahead and focus more effort in this area. One organization reported, “We need to improve our volunteer training strategies and communication, in order to retain stable commitments from volunteers.” Another noted, “We realized that not utilizing our base as volunteers in the campaign resulted in a lot of work for staff members.” Organizations that faced challenges in involving volunteers recognized the value and importance of bringing community members into the campaign more fully, both to reach their short-term goals for their electoral work and to work toward their long-term goal of increasing civic engagement and empowering their immigrant constituents.

“We need to maintain community leadership development and community organizations as the goal; electoral work is one tool.”

“Elections work is the stepping stone to community leadership.”

- MIV Participants

Strengthened Collaborations and Partnerships

Several organizations built new and strengthened existing collaborations not only with organizations that were a part of MIV but also with those that were not. Participants held events at churches, schools, and senior centers. Organizations also joined forces with other grassroots community-based groups, such as the Poor Peoples’ March for Justice and The Homeless Coalition, which were also working on election issues within their communities. Collaborations enabled organizations that participated in MIV to reach a wider audience within their communities and to build a broader foundation for civic and electoral work in the future.

“The project galvanizes different communities to come together for a common cause – to empower immigrant voters. [I liked hearing] others’ stories, success and struggles.”

“Only through coordinated efforts such as the ones we built with CARECEN and St. Peter’s Housing will we truly be able to achieve immigrant empowerment and voter participation.”

- MIV Participants

Some MIV participants were able to leverage the work and expertise of other organizations in order to make their campaigns effective. For example, Mujeres Unidas y Activas (MUA) offered mini-trainings by the staff of other organizations (Mission Housing Development Corporation, St. Peter’s Housing Committee; and the Just Cause Eviction Coalition) at the beginning of each outreach effort. As a result, MUA’s staff was able to focus its attention on recruiting members to these events rather than preparing all of the content and conducting these trainings themselves.

Participating in the training series also increased some organizations sense of being part of a larger movement. As one focus group participant noted, the training series helped her organization “prepare for the future...strengthened our work and place at the table in working towards the ‘creation of a stronger voice’ for the immigrant community.”

Increased Organizational Visibility

MIV helped organizations generate more attention and visibility for their work both by supporting their outreach efforts and promoting their work in the media. As an example, Chinatown Community Development Center drew media attention for its “Yes on B” campaign work. This organization reported,

“We discovered the electoral campaign created positive spotlights for our organization. In terms of visibility and recogn[ition], Chinatown CDC’s image has been kindly portrayed through both ethnic and mainstream media...people are starting to take notice. The encouragement has greatly increased staff morale and involvement in issues pertinent to our communities.” Other examples of media coverage generated by the MIV campaign, include:

- **SIREN** got a front page spread in the B section of the San Jose Mercury covering a well-attended voter education forum at a San Jose church.
- **CARECEN** was featured on the KQED-FM’s California Report.
- A voter education workshop held by **Catholic Charities** in Petaluma was broadcast on the local television station.
- Media advisories sent to the Chinese media drew KTSF-Channel 26 to cover **Self-Help for the Elderly’s** voter education forum.
- **St. Peter’s Housing Committee, CARECEN and Mujeres Unidas y Activas** joined forces to organize and host a press conference which was covered by Spanish language television and print media.

Increased organizational visibility can help organizations establish greater legitimacy as community leaders and draw additional funding, both of which are vital to increasing organizational capacity and effectiveness.

Increased Organizational Commitment to Leadership Development and Civic Activism

One of NCCP’s goals is to increase organizations’ overall commitment to engaging their constituents in civic and electoral participation. MIV involved a diverse group of organizations; for some, electoral work and community organizing are core to their mission, and for others it is a relatively new endeavor. For this reason, at the start of the campaign, organizations were on a continuum from being fully committed to this work to viewing it as a small component of their programs. For those with an extensive track record in community organizing and political activism, MIV provided a further opportunity for them to develop skills and maintain their focus. For those organizations that generally focus more on providing social services than on community organizing, MIV provided a valuable opportunity to learn about and reflect on how they will engage in community empowerment and political participation efforts in the future. For example, Catholic Charities of Santa Rosa is primarily a “social service-oriented organization,” but the organization developed new skills and community ties that it will continue to draw upon in the future; the organization “develop[ed] its ability to organize and empower clientele as well as cultivate more volunteers and establish new ties with other groups dedicated to the well-being of immigrants.” Through MIV campaign activities, Catholic Charities strengthened two grassroots coalitions seeded by the organization (SALVA and Nuestra Voz) to increase Latino immigrant leadership in their area; the organization recently received a one-year grant to support the expansion of this work.

Participating in MIV encouraged us to “think critically about how we participate in electoral politics. Previously we had...not taken the time to strategize about our role....This year...we could take part more deliberately and start to build structures...to enable us to progress in our electoral work.”
- MIV Participant

As described previously, staff from many organizations who attended the capacity-building workshops had the opportunity to provide in-service trainings to colleagues who had not attended MIV sessions; this was the case at Self-Help for the Elderly and SIREN. For example, the fact that the entire staff of SIREN participated in a training on ballot issues is a indication of that organization’s commitment to and support for campaign work.

IV. Mobilize the Immigrant Vote! Campaign

MIV Campaign Activities

Participating organizations planned and implemented a wide range of activities to educate and mobilize immigrant voters in their communities. Over the course of the campaign, organizations held events and conducted educational outreach in seven counties and in eight languages, including voter education workshops, registration drives, media advocacy, and “get out the vote” (GOTV) activities such as precinct walking and phone banking. While the scope and specific activities of participants varied depending on organizational priorities and capacity, there were several common elements across organizations. In addition to the activities described previously⁹, each organization engaged in educating *and* mobilizing community members to vote.

- **Voter education:** To most effectively reach their constituents, participants designed and delivered culturally appropriate voter education content and materials in immigrants’ native languages. To address the multiple challenges these new voters face, voter education content included an overview of the importance of the vote and the voting process, and provided a summary and analysis of election issues. This information was delivered in person through community based voter education forums, phone banking, and precinct walking; by mail in the form of translated materials designed for specific target audiences; and most broadly through coverage in the media.
- **Voter mobilization:** To remind constituents to go to the polls and to provide last minute information to new voters, such as polling place location, participants conducted mobilization activities close to election day, including phone banking and precinct walking.

MIV Campaign Outcomes

In its role as an intermediary organization, NCCP has the most direct effect on individuals and organizations that receive training, technical assistance, and financial support as participants in capacity-building programs. Ultimately however, the NCCP seeks to support positive change in communities through the active participation and leadership of community members themselves. Therefore, the purpose of the MIV capacity-building series was to ensure the success of participating organizations direct work in communities through the MIV campaign. In turn, the goal of the campaign was to make a difference in immigrant communities by increasing the participation of immigrant voters in the election. To support the campaign, NCCP also conducted a media advocacy effort to draw greater community attention to MIV and the importance of the immigrant vote, and to support participating organizations to conduct extensive outreach within their membership and community bases.

<p style="text-align: center;">Exhibit 10 Goals and Anticipated Outcomes for MIV Campaign</p> <p>Goal: Increase the participation of immigrant voters in Northern California in the November 2002 election.</p> <p>Short-term Outcomes:</p> <ul style="list-style-type: none">▪ Increased visibility of the work of MIV participants▪ Increased awareness of the importance of the immigrant vote, the voting process, how to get involved in elections▪ Community members have an increased understanding of election issues▪ Strengthened community leadership and volunteer involvement▪ Increased voter turnout
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⁹ The MIV campaign employed three distinct strategies towards its goal of increasing the participation of immigrant voters in Northern California in the November 2002 election: 1) strengthen community leadership and volunteer involvement, 2) strengthen collaboration among participating organizations; and 3) prepare and support participating organizations to implement effective voter education and mobilization activities. Activities and outcomes associated with the first two strategies are described in Chapter III, since these strategies were also linked to NCCP’s capacity-building series and efforts. Although these two strategies were important components of the MIV “campaign” as well, because they were discussed previously, this chapter focuses solely on outcomes related to NCCP’s media outreach and participating organizations’ voter education and mobilization activities.

Increased Visibility

To help get the word out about MIV, NCCP developed a media packet, including a press release, list of MIV campaign activities and spokespeople, and a fact sheet with background and statistics on changing demographics and the importance of the immigrant vote. NCCP staff provided media training to all MIV participants helping them to develop and hone their messages and teaching them how to get their activities covered in the media. In addition, NCCP staff directly contacted 42 targeted mainstream and ethnic media outlets, resulting in a significant amount of print, radio, and television coverage. Considering the wide audiences that were exposed to these stories, MIV likely informed well over one million people about the importance of the immigrant vote and about the work of MIV participating organizations.¹⁰ Based on the amount of interest and coverage it generated, NCCP's efforts in this area were a true success.

Exhibit 11 Media Coverage

Stories about MIV participants and events were covered by the following media outlets:

Newspaper

- San Francisco Chronicle
- San Jose Mercury News
- AsianWeek
- Chinese World Journal
- Sing Tao Daily
- La Voz Bilingual Newspaper
- Korean Central Daily
- The Korea Times San Francisco

Television

- Univision
- Telemundo
- KTSF
- Petaluma Community Access

Radio

- KQED-FM
- Radio Seoul Broadcasting
- Korean American Radio

Increased Awareness of Election Issues

The immediate success of the MIV campaign can be found in the results of participating organizations campaign work. The 14 organizations that participated in MIV were able to reach large numbers of immigrants in their communities. As shown in Exhibit 12, the campaign reached an estimated **38,893** people through the various outreach methods used¹¹.

Exhibit 12 Summary of Outreach Activities

Activity	Results*
Voter registration	848 voters registered
Voter education forums	4,324 participants attended
Educational outreach (distribution of flyers, tabling, mailings, etc.)	31,348 individuals were contacted
Precinct walking	1,541 individuals were contacted
Phone banking	7,019 individuals were contacted
People reached through the campaign	38,893 contacted**

* Numbers are taken from the Events Tracking Forms submitted by participating organizations.

** Because of duplicated contacts, this number is not equal to the sum of those reached through other outreach activities.

Each organization developed its own workplan for the MIV campaign, and the number of contacts they aimed to reach varied widely. The numbers provided in Exhibit 12 include those from an organization that conducted outreach on a much larger scale than any of the others. Chinatown Community Development Center reached 6,000 individuals through phone-banking; the remaining 14 organizations reached a total of 1,019 individuals together. Regardless of the differences in scale, all of the participating organizations made impressive strides in conducting outreach in their communities. In nearly every case, organizations

¹⁰ The San Jose Mercury News and San Francisco Chronicle, reach an audience of over one million people through their print newspapers alone.

¹¹ This number does not include media contacts.

reached a wider audience than they originally projected through their voter education and mobilization activities.

Increased Understanding of the Electoral Process and How to Get Involved

Organizations that participated in MIV worked to raise community members' awareness of election issues and encourage them to get involved in the election. In order to assess whether they were effective in these efforts, LFA developed a Workshop Evaluation Form for organizations to administer to community members who attended voter education and candidates forums. Eight of the 14 organizations that participated in MIV used these forms, which were translated into Spanish, Chinese, and Vietnamese, and Korean.¹²

A total of 541 people completed the evaluation form that included questions about their backgrounds, voting history and future intent, levels of understanding about voting and the electoral process, and their perceptions of the effectiveness of the workshops.¹³ Because only eight of the 14 organizations submitted forms, and only 12.5% of those who attended voter education and candidates' forums overall completed the forms, results can not be generalized to the entire group that attended these events. Nevertheless, community members' responses do provide information about the backgrounds and experiences of a subset of participants who attended the workshops.

- Exhibit 13**
Organizations that Provided NCCP with Completed Workshop Evaluation Forms
- Asian Advocacy Project;
 - CARECEN;
 - Catholic Charities, Santa Rosa;
 - International Institute of San Mateo;
 - Mujeres Unidas y Activas;
 - Self Help for the Elderly;
 - SIREN; and
 - Spanish Speaking Citizens' Foundation.

Among those who completed the evaluation form, 64.6% were women and 35.4% were men. The average age of respondents was 40, although they ranged in age from 16 to 87. Attendees were from a wide variety of backgrounds, as shown in Exhibit 14, which details where respondents were born.

Exhibit 14
Attendees' Places of Birth

- | | |
|---------------|---------------|
| ▪ Argentina | ▪ Japan |
| ▪ Brazil | ▪ Korea |
| ▪ Chile | ▪ Mexico |
| ▪ China | ▪ Nicaragua |
| ▪ Colombia | ▪ Panama |
| ▪ Costa Rica | ▪ Peru |
| ▪ Ecuador | ▪ Portugal |
| ▪ El Salvador | ▪ South Korea |
| ▪ Guatemala | ▪ Spain |
| ▪ Honduras | ▪ USA |
| ▪ India | ▪ Vietnam |
| ▪ Iran | |

Events were open to community members who were eligible to vote and those who were not. Overall, nearly half (48.2%) of attendees were registered to vote. About one-quarter (25.8%) were not eligible to vote, the remaining quarter (26.1%) who attended workshops were either unregistered or not sure of their

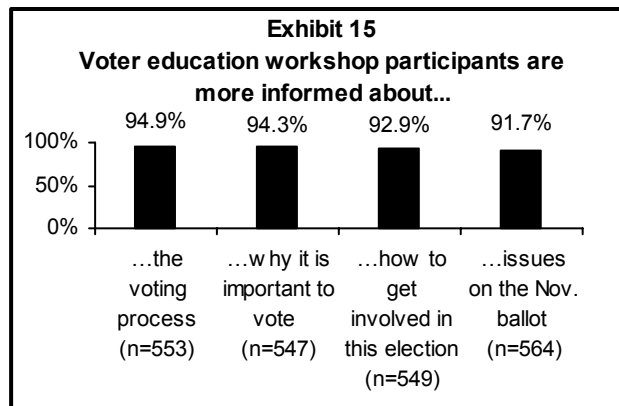
¹² Every organization that participated in MIV was given the same workshop evaluation form to use at the end of their voter education and candidate forums. As is described in more detail in the Methods chapter, not every organization used these forms and those that did were not able to collect them at every workshop or from every participant. Nevertheless, these data provide a lens through which to view the effectiveness of organizations to carry out the work they were trained and supported to do by NCCP.

¹³ Seven of the eight organizations distributed surveys to each participant; one organization read the questions on the form aloud and asked participants to raise their hands to signal their response. Where available, responses from this group of participants were also included in the total, raising the number of respondents for some questions to 579.

status; this population was particularly critical to involve in workshops, because organizations could help them determine whether they were eligible, and if so, to register them to vote.

Regardless of their eligibility to vote, organizations aimed to increase community members' understanding of how to vote, why it is important to vote, and how to get involved in the election. Organizations also aimed to provide participants with information about candidates and specific ballot issues so that they could cast more educated votes and/or share information with others in their communities who could vote.

As shown in Exhibit 15, participants in the MIV voter education workshops overwhelmingly reported feeling more informed about the voting process, why voting is important, how to get involved, and about issues on the November ballot. Overall, in each category over 90.0% of respondents reported being more informed after they attended the workshops.



Based on the responses of workshop participants, MIV organizations are increasing community members' understanding of election issues and the voting process.

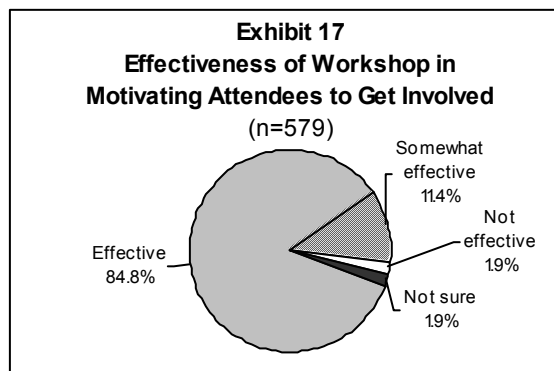
Community members were asked to rate the effectiveness of the workshop they attended in presenting clear, relevant information that taught participants new things. Over 95% of all respondents rated the workshops as "Effective" or "Somewhat effective," as shown in Exhibit 16 below.

**Exhibit 16
Effectiveness of Workshops**

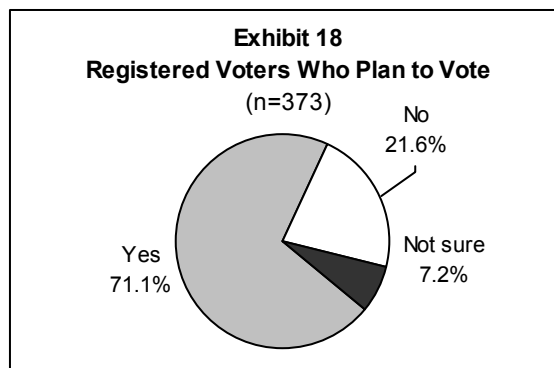
Aspect of Workshop	Effective	Somewhat effective	Not effective	Not sure	TOTAL
Presenting information clearly (n=589)	88.3%	8.7%	2.0%	1.0%	100.0%
Providing me with relevant information (n=575)	86.1%	11.3%	1.4%	1.2%	100.0%
Teaching me new things (n=581)	89.7%	8.6%	1.4%	0.3%	100.0%
Motivating me to get involved (n=579)	84.8%	11.4%	1.9%	1.9%	100.0%

These percentages are mirrored within each organization; surveyed community members' responses indicate that the methods they used to present information worked to increase workshop attendees' knowledge about how to participate in the election.

The workshops were also effective in motivating community members to get involved in the election. As shown in Exhibit 17, over 90% rated the workshop “effective” or “somewhat effective” in this area. For community members who are not registered to vote, “getting involved” could include volunteering for GOTV activities, informing friends and family who are eligible to vote about the election, and advocating for specific ballot issues and candidates within their communities. For those who are registered to vote, “getting involved” could include all of the activities listed above, in addition to casting their own ballot.



Among community members who were registered to vote, the workshops appeared to have had a positive effect on encouraging them to do so, but findings suggest that some attendees need further encouragement and assistance. About two-thirds (62.8%) of registered voters surveyed voted in the last election. In contrast, about three-quarters (71.1%) report that they plan on voting in the Nov 2002 election, as shown in Exhibit 18.¹⁴ While the MIV workshops appear to have motivated registered voters to go to the polls in November 2002, over one-quarter (28.8%) of those who were eligible to vote said they were not sure or not planning to vote in the election.



This signals that some members of their audiences were not convinced of the value of voting or were not provided all of the information they needed to participate in the election.

Impact on the November 2002 Election

NCCP’s articulated goal for the MIV campaign was “to increase the participation of immigrant voters in Northern California in the November 2002 election.” Measuring progress toward this goal is difficult for several reasons, both because of the type of data that is required to provide this information, and because there are so many factors that affect electoral participation. That said, NCCP aimed to increase voter turnout. Furthermore, several organizations that participated in the campaign worked to pass or defeat specific ballot measures. Because these were important components of the campaign, the sections below provide information about progress toward these objectives that was available at the time of the writing of this report.

Voter Turnout

NCCP and the network of organizations that participated in MIV ultimately want to increase the participation of immigrant voters in Northern California. As one important indicator of whether the MIV campaign was effective in encouraging members of immigrant communities to participate in the November 2002 election, NCCP is interested in whether those who were contacted actually cast votes.

While collecting these data is challenging and resource intensive, NCCP was able to determine whether a subset of individuals who attended voter education workshops cast ballots. Among a sample of 215 registered voters for whom all necessary data were available, 79.5% cast ballots. While data were available for only a relatively small number of individuals who attended voter education workshops, the sample represents a strong cross-section of community members who attended events. Data were available for individuals who attended events that were organized by seven different organizations; they

¹⁴ This total does not include participants in workshops offered by Catholic Charities of Santa Rosa because these data were not available on the individual level.

voted in five different counties – Alameda, Marin, San Francisco, San Mateo, and Sonoma; and, these individuals were also from diverse immigrant backgrounds, attending events in four different languages – Chinese, Vietnamese, Korean, and Spanish.¹⁵ This turnout rate of 79.5% is extremely high, and is a further indication of the positive results of the MIV campaign.

Election Results

Not all organizations that participated in MIV took positions on ballot issues, and fewer actively worked to pass or defeat specific ballot measures. Because of the myriad factors that contribute to election results and the scope of MIV campaign work, it is not possible to attribute the success (or failure) of these ballot measures to the work of particular organizations or NCCP’s MIV series. Despite this, for organizations that actively worked on particular ballot issues, it was important to monitor whether their positions ultimately won.

Two case studies of organizations that shaped their campaigns around specific ballot measures are provided below to illustrate that the success or failure of a specific ballot issue is only one indicator of the overall success and benefit of organizations’ MIV campaigns. In one case, the opposed ballot measure was defeated; in the other, the supported ballot issue failed. Both organizations experienced successes in informing and mobilizing their community, and working towards their long term goal of contributing to the greater civic and political involvement of immigrant communities in Northern California.

Exhibit 19 Case Studies of MIV Organizations Working on Specific Ballot Issues

St. Peter’s Housing Committee	<p>One of St. Peter’s Housing Committee’s campaign objectives was to educate and mobilize community members against Proposition R. Prop R, or the Home Ownership Program for Everyone (HOPE) Initiative on the San Francisco ballot, proposed to allow landlords to convert all the apartments in any building into condominiums with signatures from at least one person in just one-fourth of the apartments. The measure was opposed by many affordable housing and tenant advocates because under California law, any apartment sold as a condominium immediately loses rent control protection. Implementation of the proposition could therefore result in displacement of low-income tenants. Not only was Prop R defeated citywide, in the Mission District where St. Peter’s work was focused, voters voted against it at a rate of 74% and turnout was nearly 50%.</p>
Chinatown Community Development Center	<p>Chinatown Community Development Center worked on the “Yes on B” campaign. Proposition B would have allowed the City of San Francisco to borrow \$250,000,000 by issuing general obligation bonds in order to make grants or loans to buy, build, or renovate housing that is affordable to low- and moderate-income households or to assist persons with low and moderate incomes to buy their first homes.</p> <p>Proposition B did not pass. Nevertheless, from the perspective of the staff of the Chinatown Community Development Center, their campaign was a success.</p> <p>It was an opportunity to “educate the public about affordable housing and the housing conditions of low and moderate-income residents...we may have lost the battle but...we delivered the message to our community...[through] the Chinese media, community meetings and gatherings, door knocking, window sign visibility, [and] word of mouth.”</p>

¹⁵ Refer to the appendix for more detail about the type of effort involved with collecting this information.

V. What Works?

Lessons from MIV Participants

The following is a summary of lessons learned and best practices identified by participating organizations based on successes and challenges they experienced in carrying out the MIV campaign.

Be realistic about what you can do, paying particular attention to organizational capacity. Most of the organizations that participated in MIV actually did more than they originally intended to do. While this resulted in a lot of success in terms of catalyzing and informing community members, it also contributed to staff burnout. Several organizations suggested that it would have been helpful to use the mini-grant from NCCP to fund a short-term, part-time staff member who could coordinate all electoral work within their agencies. Self-Help for the Elderly and St. Peter's Housing Committee are two organizations that suggested this strategy. This could have alleviated the challenges faced by organizations including Chinatown Community Development Center and SIREN that sensed their staff did not have enough time to devote to carry out all of the activities they hoped to accomplish. Participants also recognized that greater involvement of community members in the campaign from the early planning stages through Election Day could have lessened the burden on staff to "do everything".

Actively involve community members as volunteers in electoral activities, and use the campaign to offer leadership training and experience. Many organizations that participated in MIV attributed their successes to the involvement of community volunteers. The Spanish Speaking Citizen's Foundation engaged volunteers and emerging leaders from their Citizenship Empowerment Program (CEP). These individuals staffed a voter registration table outside the agency and engaged in voter registration drives that resulted in 100 new voters. They also carried out three voter education sessions that involved 67 community members. Community members "participated for the first time in decision-making processes" and determined which activities to implement. CARECEN also said that one key measure of their success was the number of volunteers who participated in activities. Mujeres Unidas y Activas (MUA) trained 28 members, from Oakland and San Francisco, in direct community outreach, phone banking, and precinct walking. In evaluations conducted with the members, MUA found that "participating in the electoral outreach campaign was a positive experience which increased [the members'] ability and confidence to do similar work in the future." They also found that by using more experienced community members and leaders as models and mentors for other members more recently involved in the organization, they "succeeded in using the MIV campaign as a tool for helping immigrant women see their own potential to act as effective community leaders."

Find ways to include non-citizen community members in your activities. For organizations working to empower the immigrant community as a whole, it can seem divisive to focus on a campaign where only naturalized citizens can have an *official* voice in decision-making. Several organizations commented on this challenge and actively sought to involve non-voting members of the community in the overall campaign. SIREN was effective at creating roles for citizens and non-citizens alike "towards a single goal of empowering the overall community and having a political impact on elections for immigrant rights. The MIV campaign gave us the opportunity to conduct educational forums and develop leadership among new citizens. It was a space for new citizens to contribute to the community. In addition it allowed us to engage non-citizens in advocacy work around elections. Leadership development was crucial in this area." St. Peter's Housing Committee struggled with this issue since many in their membership base are not eligible to vote. In order to "avoid alienating non-voting members of our base...[St. Peter's] response this year was to involve our base in alternative decision making structures which primarily consisted of direct action and /or political education around elections issues and decision-making structures."

Use a combination of outreach methods to reach constituents. All of the organizations used a variety of methods to reach community members, from letter writing campaigns to phone banking, press conferences to voter education forums. By using this combination of methods, they were able to reach a wider audience and reinforce their message among those who they contacted.

Peer-to-peer outreach and personal contact work best. Organizations know that community members are more receptive to information from people they know and trust. Similarly, most agree that personal contact is more effective for moving people to action than written materials or information broadcast through the media alone. While distributing information broadly is one key way of spreading the word, many organizations reported that they would also increase activities like precinct walking and phone banking in future campaigns. As CARECEN staff reflected “I would do more personal contact. It was very positive to make phone calls and talk to people. I think this is a very powerful tool to consider for future campaigns.”

Go where people are to spread your message. Staff from La Manzanita Community Resources reported that a key lesson for future work is to “look for ways to educate people ‘where they are’ in addition to hosting workshops at our center.” Almost every participating organization utilized this strategy to broaden the impact of their work, reaching people in churches, adult schools, union halls, tenants associations, street fairs, and other community locations. For instance, Catholic Charities of Santa Rosa held one of their voter education forums after mass at a local church. As a result, a number of parishioners, who would not otherwise have known about the event, chose to attend. This organization also held workshops at Instituto Sanchez-Mendoza, Petaluma Adult School, and McDowell Elementary School. Staff from International Institute in San Mateo reported that they would use this strategy in the future, citing success from this campaign in being “able to multiply our audience by utilizing our existing relationships with other community organizations, whose constituencies were interested in the information we had to offer. Given the effort involved in preparing the materials for the presentation, we felt it was worthwhile to invest in expanding our audience.”

Collaborate to increase the breadth and depth of the impact of your work. Spanish Speaking Citizens Foundation built new relationships with other community organizations working on election issues in their community, and plans to “further strengthen ties with groups like ACORN and PUEBLO.” A key lesson from this organization is that is that closer collaboration “would increase the success of a future MIV campaign....and is essential for a bigger success and to maximize outreach.” Most participating organizations collaborated with at least one other community group. The Chinese Progressive Association partnered with POWER, The Homelessness Coalition, and the Poor People’s March for Justice to organize their community. MUA recognized the value in its coordinated efforts with Mission Housing, CARECEN, and St. Peter’s Housing saying “only through coordinated efforts such as the ones we built...will we truly be able to achieve immigrant empowerment and voter participation.”

Learn and borrow from other organizations. Several organizations were able to borrow materials that were developed by other organizations participating in MIV. As a result, they were able to leverage the work done by one organization to translate materials and could expend their staff’s time and effort on other activities. Catholic Charities was able to borrow materials developed by the International Institute about gubernatorial candidates, rather than developing their own. The International Institute used a Spanish-language voter guide that SIREN developed.

Begin your electoral work early and continue through Election Day. The International Institute of San Mateo fielded questions from community members who did not know where to cast their vote the night before the election. By holding one of their voter education forums at this late date, they were able to help those who might otherwise not have participated in the elections. Other organizations cited the importance of preparing for elections throughout the year, including SIREN, “We will need resources all-year round in order to prepare for elections, and not just prepare for it two months before elections.”

Cover the basics in your voter education. As new voters, many naturalized immigrants face significant barriers to full participation in the electoral process. As the Chinese Progressive Associate (CPA) reported, “while we were conducting the activities, we found that many of the immigrant citizens were indifferent to politics and the election due to language barriers, lack of information and analysis of important electoral issues. So the activities of our campaign were effective ways to address these problems.” Similarly, the Southeast Asian Community Center reported “we had to educate [our community members] on everything about the US voting system [and] the importance of their vote upon their daily life.” The International Institute of San Mateo had one staff person research how citizens who naturalized

just before the elections could cast their votes even though they missed the official registration deadline. This information is not widely available to many new citizens, and immigrant-serving organizations can provide a vital service by researching and informing their constituents about their rights.

Immigrant communities have specific information needs. One organization, SIREN, devoted a lot of time to developing a voter guide, “One Vote, Our Voice,” and translating the information into English, Spanish, and Vietnamese. A partner agency translated the guide into Korean. These materials were widely distributed by SIREN, and used by other organizations that were part of the MIV campaign. MIV-participating organizations drew upon research conducted by NCCP, but they also found themselves in the role of generating information for their constituents. Because immigrant communities have specific needs and interests, it is important to develop materials that speak to these; MIV-participating organizations are playing a critical role as content providers for immigrant communities.

Make election issues relevant to your constituents. The Asian Advocacy Project recognized the challenge of engaging their Korean constituents in current ballot measures that did not seem directly relevant to them; the organization focused its efforts on informing constituents about two bond measures. By focusing on the Housing Bond and School Bond, and drawing the link between these two measures and constituents’ daily lives, they were able to communicate how election results would directly affect them. SIREN noted the challenge the organization faced in this election, which lacked a “high profile” issue such as Prop 187 that could galvanize the community. As a result, the organization had to work harder to research ways to make it clear how propositions would affect immigrant communities.

Set up voter registration headquarters at your organization. Organizations that conducted ongoing voter registration during the months prior to the election found this to be very effective. They registered a number of walk-in clients simply by having a sign up that said “Register to Vote!” and providing the requisite materials on site. For example, La Manzana Community Resources registered over 30 people during the month of October during regular office hours. Some organizations that did not do this said this is something they would do differently in preparation for future elections.

Educate constituents about their option to vote absentee. Several organizations encouraged community members to vote absentee, which is a particularly good option for those who are elderly and non-English speaking. Organizations, including the Chinese Progressive Association that did not emphasize this in their training and outreach suggested that this was a missed opportunity.

Remind voters that they do not need to vote for every office or issue on the ballot. Self Help for the Elderly found that this message was of particular interest to new and future citizens. “Staff realized that many people were deterred from voting because it often seems overwhelming with a multitude of measures and offices.” They reiterated that “people should only vote for what issues or candidates they know and care about and never should vote for something that they do not understand.”

Provide opportunities for multiple staff to gain skills in electoral work. Most organizations brought more than one staff member and multiple community members to MIV trainings. One organization that did not do so identified this as a lesson learned, saying, “It has been difficult for the one MUA staff member attending these trainings to successfully pass on the information and skills covered to the broader MUA membership. Next time, the organization hopes to “provide opportunities for a key group of MUA members (not only staff) to attend trainings and capacity-building sessions.”

Voter mobilization campaigns and other electoral activities are an opportunity to raise the visibility of your organization. The Chinatown Community Development Center was successful in getting much of its work and messages covered in the Chinese, Russian, and Filipino media. Self-Help for the Elderly held a voter education forum that was covered on Chinese television and in the Chinese press. CARECEN, Mujeres Unidas y Activas, and St. Peter’s Housing Committee held a joint press conference that was attended by a local Spanish-language television channel. By joining forces, these organizations were able to project a unified and professional image and generate media attention.

VI. What Works?

Lessons from NCCP Staff

The following is a summary of lessons learned and best practices identified by NCCP staff based on their experience designing and implementing the capacity-building series and MIV campaign.

Involve participating organizations in capacity-building series design. Staff encouraged a continuation of input and needs assessment among participating organizations as critical to developing a relevant training curriculum. In addition to individual needs assessment, a group planning session prior to launch was useful so participants could hear and build on each other's ideas. One suggestion for future work was to have more extensive contact with organizations and their staff (including Executive Directors and other organizational leaders) to clarify NCCP's expectations and ensure organizational buy-in.

For future campaigns, consider a longer period of time for both planning and implementation. Although the NCCP team felt overall that the MIV was very successful, and in most cases participating organizations far exceeded their workplan goals, staff felt that they asked a lot of the participants and of themselves in a very short period of time. A longer planning period, and longer capacity-building series (that begins eight to nine months prior to the election) could address a number of key challenges. First, it would provide NCCP with enough time to conduct thorough outreach for participation in the campaign and to build stronger relationships with each organization beyond the key program staff participants. It would also provide sufficient time to design the evaluation and documentation component with a higher level of collaboration and participation from organizations. A longer capacity-building series could mean less frequent training sessions (i.e., every six weeks instead of monthly), providing participants with more time to complete their workplan activities between sessions. Similarly, a longer campaign could provide participating organizations with sufficient time to recruit and train more community members for active participation. This would not only support the longer-term community leadership development goals, but it would also increase overall capacity for personal contact and peer-to-peer outreach in the campaign, a goal many groups identified for future efforts. Finally, additional planning time would help NCCP identify and build closer collaborative partnerships with other organizations and networks working to mobilize marginalized communities for electoral participation.

Provide a mini-grant to support organizations' work in conjunction with training and technical assistance. Organizations that participated in MIV received a mini-grant of \$3,000. Participants in the focus group agreed that the mini-grant enabled their organization to implement electoral activities. They used the money for items ranging from staff salaries and stipends for community leaders, to food and refreshments for events. Although they did not receive a large amount of money, it was enough to make the difference for organizations that participated in MIV to engage in a level of outreach that they otherwise would not have been able to do. Providing either a mini-grant or a training series alone, without the other, would have been much less helpful to participating organizations. Ultimately, however, staff noted that participating organizations will require a higher level of financial support to deepen and expand their civic and political participation work over the longer term.

Support workplan development. The workplan as a core component of the capacity-building series is a useful tool for the NCCP training team to get an in-depth understanding of each participating organization's work, and to ensure that training and technical assistance is responsive and relevant to the concrete activities of participants. Participants have consistently reported that the workplan is an extremely useful learning and planning tool to create effective program activities, to get buy in from organizational partners, and to document and measure impact. At the same time, it is a time consuming and sometimes challenging process for groups new to this work and/or this kind of planning. The individual phone consultations with organizations on their workplans were effective, but in the future, staff recommended a higher level of additional individualized technical assistance. Also, in addition to the sample workplans used, staff also suggested that NCCP develop a more detailed boilerplate workplan for organizations to use as a starting point for their own workplans as a way to make the process more accessible.

Continue to create ways to connect individual work of participants to the bigger picture. Staff highlighted the importance of putting the campaign into a larger context. Lessons from participants' direct work in communities reinforce again and again that individuals do not get involved just for the sake of getting involved; they are motivated to act on issues that are of real and immediate concern in their lives. However, to sustain involvement from issue to issue for longer term change in communities, staff believes individuals and organizations are more effective if they see themselves as a part of a larger effort. Specific exercises from MIV, including the immigrant rights timeline, lessons from civil rights movement, and political education tools that look at root cause analysis were particularly effective toward this end.

Create many opportunities for networking and relationship building among participants. Participating organizations learn a great deal from the experience and ideas of their peers. Also, the inspiration and sense of support participants derive from building relationships with each other is a powerful element of expanding and sustaining this work. In the future, staff recommend creating even more structured opportunities for participants to get to know each other and share lessons.

Provide concrete tools and information organizations can use immediately. Participants were very receptive to trainings for concrete organizing work like phonebanking and outreach and recruitment: activities that are essential campaign elements. However, when trainers attempted too much too soon, the workshops were less effective. Similarly, discussions of election issues and the presentation of those issues will be "a major part" of organizations' work. Presenting specific, detailed information about issues "in an interesting and creative manner" to training participants so that they can use the information in their own work will be crucial going forward.

Use participatory methodology in training sessions to engage workshop participants in an interactive learning experience. NCCP staff identified the highly interactive exercises, such as the mock election and role play activities as workshop components that they thought were most successful. Getting participants involved with each other, through activities like the River of Life exercise, contributes to an interactive, energetic group dynamic. Other ways to ensure participant involvement are to have translated materials available and to keep the workshops small (fewer than 30).

Including participants from diverse roles can be a worthwhile challenge. In some cases, community members and management staff from participating organizations joined the trainings. Community members "added a richness and grounding to discussions" and it was "good to develop the political and organizing skills of community members." Attendance by management staff was seen as "good for organizational buy-in," and staff suggested deepening the involvement of supervisors and Executive Directors for the next series. Though it is a challenge to ensure that the content is appropriate for participants with very diverse experience and roles in the work, it is a challenge NCCP is interested in taking on.

Have simultaneous translation and translated written materials available at all trainings. Staff identified the participation of community members as a highlight of the training series. In order to make full participation by monolingual community members possible, consistent and high quality simultaneous translation must be provided. Staff also recommend that in the future NCCP "be more aware of the need to translate everything – including chart pad notes, agendas, etc." This means planning for the time that it takes to translate all materials so that they can be available in languages other than English. Finally, in the future, NCCP plans to explore provision of some training components in participants' native languages.

Partner with a content "expert" to provide technical assistance and training. Provision of technical assistance and preparing for training sessions can require significant time and specific expertise. By using a subcontractor as a partner in the process, NCCP was able to leverage the "major asset" of the subcontractor's content knowledge while maintaining a core role in the development of training content and curriculum. While it was beneficial to draw upon the expertise of an outside trainer, the primary contact with participating organizations should be a staff person who can support the ongoing relationship building between NCCP and its partner groups.

Involve participating organizations in developing evaluation tools. Tracking activities and measuring program outcomes can provide organizations with valuable data to inform their future efforts and communicate the value of their work. For some organizations, the events tracking tool was helpful because it encouraged participants to keep track of their work in a more systematic and detailed way than they had before. By offering tracking and record keeping tools that help participants to do their work more effectively, the evaluation component—like the training itself—can have a lasting impact on participating organizations. However, staff also reflected that bringing participants further into the design of the evaluation tools earlier in the process would have helped ensure that they were collecting information that was relevant to them and that would not cause undue burden.

Involve organizations with diverse experience and perspectives, but work toward identifying common goals and creating a common vision and principles for our work. Participating organizations were not required to hold particular political views nor were they required to take positions on specific ballot issues. Participants also had varied levels of political and organizing experience. While staff noted that this was a challenge that “raises questions for NCCP about how to work with organizations that have different political perspectives and agendas,” staff also noted that the diversity of experience and perspectives provided a rich ground for learning and discussion. For example, some organizations took positions on ballot issues, and others did not. In both cases, NCCP encouraged participants to stretch their community education beyond basic provision of information to include a deeper analysis of the issues, and opportunities for community members to gain and practice critical thinking skills. In the end, the dialogue between participants with different views about how to educate the community generated many new ideas. While multiple approaches to the work were honored, some common underlying principles began to emerge. One staff person described this in terms of building a movement, saying “NCCP was able to bring diverse groups together to work on common goals, contributing to the broader movement for immigrant rights. It was very heartening to witness first-hand people working together across communities to raise the participation of disenfranchised immigrants.”

Build long-term relationships. Staff felt that a significant strength of the campaign was that many of the participating organizations were groups with whom NCCP is building long-term relationships. Ten of the 14 organizations also participated in NCCP’s pilot Leadership Development Training Series the previous year. In that series, the organizations formally initiated or expanded their immigrant civic participation programs and recruited and trained an initial group of emerging community leaders for active involvement in a variety of community issues and decision making processes. As a next step, the MIV campaign provided a concrete project for those staff and leaders to gain further outreach and organizing skills and recruit and involve new members. Just as strengthening grassroots immigrant leadership and activism for positive change in communities is a long term process, staff feels that capacity-building of the organizations involved in this work must be a long term commitment.

VII. What Works?

Lessons from the Evaluation Team

The following is a summary of lessons learned and best practices identified by LFA consultants and NCCP staff based on their experience designing and implementing this pilot evaluation. More detail about the evaluation approach and data collection instruments can be found in Appendix B and C.

Use evaluation as an opportunity to build capacity. LFA designed their evaluation approach with an eye toward helping NCCP staff learn and understand more about evaluation. The evaluator provided ongoing support and information to NCCP staff to increase their understanding of evaluation practices and develop their capacity to carry out future evaluation work. As a result, the MIV evaluation has yielded not only a written report but also served to increase NCCP's staff knowledge and experience. As NCCP staff gain familiarity and competence in conducting evaluations, they can share this knowledge and skills with others.

Clarify goals and objectives at the outset. LFA and NCCP began work on the MIV evaluation by articulating clear objectives for the campaign. As a first step, LFA and NCCP clarified that NCCP is looking for change on three levels – among individual program participants, in participating organizations, and, ultimately, in communities. Because of the different levels at which NCCP wanted to measure its work, going through an iterative process of refining objectives and articulating detailed short-term outcomes for each level of anticipated impact was helpful in the design of comprehensive data collection methods and tools.

Plan ahead for the evaluation and involve participants in developing your approach. Planning for the MIV evaluation began at the same time that the capacity-building series and campaign were being launched. It would have been beneficial to begin planning for the evaluation earlier so that the planning process could have been more inclusive of participants. While MIV participants had the opportunity to suggest some changes to the forms they were asked to complete and collect (Event Tracking Form, Sign-In Sheets, and Workshop Evaluation Forms), the tools were developed after participants' campaign activities had already begun. Involving MIV participants in developing the evaluation approach and tools would have helped further ensure that the tools were culturally appropriate, collected information that participating organizations were interested in, and would not have been burdensome for them to implement. To evaluate the effectiveness of its work, an intermediary organization, such as NCCP, will always rely to some degree on data collection by organizations that participate in its training series, campaigns, and other initiatives. NCCP has found creative ways to bring participating organizations into the design and planning for its training series and other activities; the same approach can be effective in developing its approach to evaluation.

Be clear about the difference you can expect to make and look for it. NCCP's mission is to increase immigrant civic and political activism to expand democracy and advance social justice. While the organization is striving for long-term large-scale community change, in order to measure the effectiveness of the MIV campaign, it was important to look for clear and immediate indicators of change. Without losing sight of the big picture, the MIV evaluation was designed to collect information that speaks directly to outcomes that NCCP could reasonably assume that it had a direct effect on – individual participants, organizations that received capacity-building assistance, and community members who were directly contacted through campaign activities. While it is important to monitor the results of the election and general trends in terms of civic and electoral participation, it is more difficult to attribute outcomes in these areas to the work of NCCP. The MIV pilot evaluation was an important first step toward the development of an overall evaluation strategy for NCCP, but in order to measure the long-term impact of the organization's work, continuing documentation, evaluation, and analysis of impact on various levels will be essential.

Gather information in a variety of ways. The evaluators drew from diverse data sources, both quantitative and qualitative, including: participant workplans, final reports, written surveys and evaluation forms, and input from focus groups. As a pilot evaluation project, it was particularly useful to implement a

variety of data collection methods in order to learn which would be most effective. All data collection instruments and methods have limitations; by using multiple approaches, it was possible to get a more complete understanding of what happened and what changed as a result of the MIV capacity-building series and campaign. In general, using multiple methods also allows you to “triangulate” findings – confirm information learned from one data source with that learned from others. While all of the data sources yielded different and useful information, in retrospect it would have been possible to eliminate and/or simplify some of the data collection tools without losing too much valuable information. For example, it would have been possible, although not ideal, to eliminate either the MIV Participant Evaluation Form or the Participant Focus Group and simplify the Sign-in Sheet and Workshop Evaluation Form. (See Appendix for more detail on these data collection instruments.)

Make evaluation tools easy for organizations to implement as well as culturally and linguistically appropriate for organizations’ constituents. Be sensitive to how the evaluation will be perceived by community members. Organizations that participated in MIV work within diverse immigrant communities. In order for the evaluation to yield information that is useful to NCCP and participating organizations, it is important for the methods used to be culturally and linguistically appropriate. Toward this end, the evaluation forms and sign-in sheets were translated into several different languages – Spanish, Vietnamese, Chinese, and Korean. However, the evaluation timeline did not allow for piloting evaluation tools within these language groups to ensure cultural and linguistic appropriateness. Evaluators cannot be certain that data gathered using these tools is comparable to data gathered using English-language forms. In addition, some methods of collecting information used in the MIV evaluation, including asking community members to complete a written survey, were difficult for participating organizations to implement – some found that constituents were wary of completing written evaluation forms or providing personal information on the sign-in sheets for fear that the information they provided would not be kept confidential or would be used against them. In many cases, community members who attended voter education workshops and candidate’s forums had low literacy levels. While community organizations assisted participants in completing the evaluation form (by reading questions and responses aloud and pointing to them on a chartpad so that participants could follow along), written evaluation forms were intimidating for some community members and, therefore, may not have elicited their feedback in the best way possible. A final challenge was that many groups held large community forums to educate their constituents, and did not have sufficient staff or volunteer capacity to ensure all participants completed sign-in sheets and evaluation forms completely. In the future NCCP will need to explore alternative methods of gathering data that mitigate these challenges with more advance planning and a higher level of input from participating organizations.

Make sure that the answer to your question is worth the cost of asking it. While NCCP had many questions about the effectiveness of its work and outcomes of the MIV campaign, there are costs associated with trying to answer them through a formal evaluation process. For example, NCCP staff wanted to know whether the campaign had an impact on whether new citizens voted in the election. Answering this type of question about causality – “Did the MIV campaign increase new citizens’ involvement in the election?” – would require using either an experimental research design (randomly assigning community members who came to voter education and mobilization events into “treatment” and “control” groups¹⁶) or a quasi-experimental design (comparing communities where the MIV campaign was implemented to a similar community where it was not). These types of research can be extremely expensive and were not appropriate for this evaluation for different reasons. First, because this was a pilot project, a primary purpose of the evaluation was to provide formative information. While a program or effort is still in its development, it is generally better to direct evaluation dollars towards documenting program implementation and assessing how the program could be improved than towards more intensive outcome evaluation. Even without resource limitations, a true research design may never be appropriate for NCCP because it would mean denying community members’ access to information at voter education and mobilization events; this would be counter to NCCP and MIV participants’ missions and goals. Finally, given the scale and scope of this MIV campaign, a quasi-experimental design would not have been appropriate. Even in their most optimistic moments, NCCP and MIV participants realize that they were only reaching a small proportion of immigrants in the communities where the campaign was

¹⁶ In this hypothetical situation, the “treatment group” would participate in a voter education forum, the “control group” would not.

implemented. While it is not likely that this type of quasi-experimental study would have yielded any substantive results this year, if future campaigns happen on a larger scale, this might be an appropriate research design for NCCP.

For the reasons noted above, NCCP asked a more specific and straightforward question – “Did community members who attended voter education and mobilization workshops vote in the November 2002 election?” As anticipated, even this question proved to be costly to answer, and while it yielded interesting information, the findings are incomplete for several reasons. In order to measure whether community members who were reached during the course of the campaign actually voted, NCCP asked participating organizations to collect the names, addresses, and eligibility status of those who attended voter education events. Complete and accurate collection of this information proved challenging for a variety of reasons discussed above. Further, collecting data from county Departments of Elections required time and persistence. Because MIV participants conducted voter education work in seven Bay Area counties, data was stored in seven different Departments of Elections, all of which have different systems of tracking this information and making it available to the public. For instance, some do not open their records to the public until several months after the election; many require an in-person visit to their office where each name can be looked up on a public computer terminal; others require purchase of a disc with voter lists at a cost that can be prohibitive. As a result, NCCP conducted research in only five of the seven counties, for 215 community members (registered voters who attended voter education forums) for whom all the data was available. Through this experience, NCCP learned that, for this relatively small (although representative) sample of those who attended voter education and mobilization events, 79.5% cast ballots in the November 2002 election. This is an extremely positive finding that provides a partial story about whether community members who attended voter education forums actually voted, but it can not definitively answer whether the campaign had an effect on their voting behavior. Because this was a pilot evaluation, it was worthwhile for NCCP to explore how much time and effort it required to conduct this research. While NCCP values having this information, it was expensive to collect.

Use ongoing reflection to inform planning. At the end of the MIV campaign, NCCP’s staff was already formulating a plan for its next training series. A formal debrief of the MIV campaign, in the presence of the MIV evaluator, surfaced much of the organization’s learning and served two purposes at the same time by providing information for use in planning the next series and contributing information to the MIV evaluation.

VIII. Conclusion

NCCP's efforts during the past three years have focused on developing and providing training and technical assistance to empowerment efforts that promote civic engagement and activism within immigrant communities. In July 2002, NCCP launched a pilot intensive capacity-building series, Mobilize the Immigrant Vote! (MIV) and a simultaneous community campaign focused on the November 2002 election.

Through the capacity-building series, NCCP aimed to strengthen individual participants' skills as well as the capacity of participating organizations to mobilize their constituents to participate in the electoral process. NCCP also aimed to create a stronger network of organizations with shared goals. Through the MIV campaign, NCCP focused on impact at the community level, and aimed to make an immediate difference on the November 2002 election in the short term, and to develop participants' leadership and organizing skills, promote sustainable civic participation, and contribute to more engaged and empowered Northern California immigrant communities in the long term.

Considering immediate outcomes, the Mobilize the Immigrant Vote! capacity-building series and campaign were extremely effective for the individuals and organizations that participated. Based on individuals' assessment of their own growth, all gained new skills and learned new techniques for engaging their constituents in the electoral process. Participating organizations drew upon greater staff capacity and the efforts of 250 community members to carry out more activities to inform and mobilize their communities than they anticipated they would be able to do. Ultimately, the campaign reached over 35,000 people through voter education workshops, voter registration, and other get out the vote activities. Community members contacted through campaign activities became more informed about the voting process, election issues, and the importance of the vote. While only 51% of registered voters statewide turned out at the polls on November 5, 2002, among a sample of registered voters that attended MIV-sponsored voter education forums, a substantial 80% cast ballots on Election Day.

The MIV capacity-building series and campaign are part of NCCP's larger strategy; in the long-term, NCCP hopes to create lasting change among participants and participating organizations by increasing their skills and commitment to educate and mobilize constituents, thereby contributing to long-term grassroots leadership development and other empowerment efforts that increase civic and political activism within immigrant communities. With a continuing decline in overall voter turnout in California and nationwide, the need is clear for the ongoing work of NCCP, MIV participants, and other organizations that are working to promote civic participation and mobilize Californians to participate in our democracy.

NCCP is already gearing up for a 2004 Mobilize the Immigrant Vote! campaign. The skills, partnerships, and lessons learned through this pilot project can again be put to use towards developing grassroots leadership, broader participation, and a stronger voice for immigrant communities within Northern California.

Appendix A: Participants' Assessment of the Capacity-Building Series

Just as NCCP participant organizations sought out feedback from the participants in their workshops, NCCP asked for feedback from the participants in the MIV training series. NCCP asked participants to rate the effectiveness of various training activities. In each area, participants either indicated that these were "Very effective" or "Effective," as shown in Exhibit A.

Exhibit A
Effectiveness of NCCP Training Components
 (1 = Not at all Effective, 4 = Very Effective)

Training Area	Very effective	Effective	Some-what effective	Not at all effective	Total
How effective were exercises such as the presentation of the immigrant rights timeline for increasing your understanding of the historical, social, and political factors impacting immigrant communities? (n=17)	52.9%	47.1%	0.0%	0.0%	100.0%
How effective were training sections such as the mock election exercise and the "Eyes on the Prize" video and discussion about the civil rights movement for illustrating barriers in the electoral system and the importance of the immigrant vote? (n=15)	66.7%	33.3%	0.0%	0.0%	100.0%
How effective was the series at demonstrating ways that election work can be used to build leaders and empower our communities for longer term change? (For example, through training sections on outreach and recruitment and other organizing skills.) (n=15)	40.0%	60.0%	0.0%	0.0%	100.0%
How effective was NCCP in providing opportunities for peer exchange, collaboration, and information-sharing with other like-minded organizations? (n=16)	56.3%	43.8%	0.0%	0.0%	100.0%

Participants praised MIV trainers for presenting information in an interesting and engaging way, providing relevant information, teaching new skills and techniques, providing one-on-one assistance, and motivating them to do this work.

Exhibit B
Effectiveness of the MIV Trainers

Training Area	Very effective	Effective	Some-what effective	Not at all effective	Total
Presenting information in an interesting and engaging way (n=17)	76.5%	23.5%	0.0%	0.0%	100.0%
Providing relevant information (n=17)	70.6%	29.4%	0.0%	0.0%	100.0%
Motivating me to do this work (n=17)	70.6%	23.5%	5.9%	0.0%	100.0%
Providing one-on-one assistance (n=15)	66.7%	26.7%	6.7%	0.0%	100.0%
Teaching new skills and techniques (n=17)	58.8%	35.3%	5.9%	0.0%	100.0%

All but one participant (93.8%) said they would recommend the training series to a colleague; that participant did not specify why, and he/she rated all aspects of the MIV campaign as "very effective." Thirteen out of 16 participants (81.3%) say they are interested in participating in another NCCP training series.

Participants liked many aspects of the training series. When asked what they liked best, some participants named various training exercises; others appreciated the opportunity to build stronger relationships to other like-minded individuals and staff. Exhibit C details participants' favorite aspects of the MIV training.

Exhibit C
Participants' Favorite Aspects of the MIV Training Series

Training Content

- Learning "How to present the electoral issues to participants in an analytical way."
- "I learned something with each training. I attended all of them. [The] civil rights video, skit on proposition, media kit, tips and idea/handouts on how to do a forum."
- The "mock election, social and political context, media, voter education forums, tools."
- "Role playing and history of immigrant rights movement."
- "Access to demographic information, statistics, and cultivating an understanding of the bigger picture."
- "Workplan development, voter education forums, tools, practice."

Support and Network

- "Motivation and ongoing support. I was lukewarm in July about doing voter education work...but now I'm raring to go for 2004 because I'm convinced we can make a difference."
- The "project galvanizes different communities to come together for a common cause - to empower immigrant votes. Learning others' stories, success and struggles."
- "The strong ties that were built between the different organizations."
- "Working with and learning from the other agencies involved;

Training Staff

- "The staff is very committed, and they were one of the main reasons I would go to the meetings."
- "I thought that overall the NCCP staff was great."
- "The trainings were long days. But the leadership team was great. Always greeted us with a smile."

Overall

- "It gave my organization the opportunity and space to think critically about our relationship to elections work."
- "New information and friendly atmosphere."
- "The material, staff, trainers, [were] very professional. [The] space and refreshments [were] always great!"
- "The trainings were well-organized and comprehensive. They provided a very good understanding of the relationship between immigrants and history/politics. It motivated me to want to do more."
- "Overall, the program was great."

NCCP also asked participants to comment on the quality of the tools, materials, and resources it provided. Nearly all participants made use of these resources, suggesting that they were very relevant in their campaign work and an important component of the value that NCCP offered organizations. Participants noted that each type of tool was at least "somewhat useful," and most said that they were "very useful" or "useful."

Exhibit D
Participants' Assessment of the Utility of Tools and Resources Provided by NCCP

Tools and Resources	Very Useful	Useful	Somewhat Useful	Not at all Useful	TOTAL
Access to free multi-lingual voter education materials, such as NCCP's New Citizen's Vote curriculum and the Easy Reading Voter Guide (n=16)	75.0%	18.8%	6.3%	0.0%	100.0%
Research, analysis, and materials on November ballot issues (n=17)	64.7%	23.5%	11.8%	0.0%	100.0%
Opportunities to network or collaborate with other organizations in the campaign (n=14)	64.3%	21.4%	14.3%	0.0%	100.0%
Training on how to do political analysis (n=15)	46.7%	46.7%	6.7%	0.0%	100.0%
NCCP coordinated media campaign including materials and advocacy (n=15)	40.0%	46.7%	13.3%	0.0%	100.0%

When asked how the training series could be improved, several participants said that nothing needed to be improved. Those who did offer suggestions mainly suggested that NCCP make the series less demanding on participants in terms of travel and time spent away from their organizations. Other participants had suggestions about how the series could be improved. Exhibit E details participants' suggestions for improvement.

Exhibit E
Participants Suggestions on How to Improve the MIV Training Series

- | |
|--|
| <p>Planning</p> <ul style="list-style-type: none"> ▪ Help in developing a more realistic project workplan, given the limited staff time available for electoral activities ▪ More time provided for planning <p>Length of Workshop/Length of Campaign</p> <ul style="list-style-type: none"> ▪ Fewer workshops and/or longer workshops to minimize travel time ▪ Increase the time span of the campaign, allowing for more time in which to do the work ▪ Shorter (four hour) meetings/trainings ▪ Longer meetings ("If we're going to drive far for a meeting, it should be longer to make it worth our while.") <p>Media Campaign</p> <ul style="list-style-type: none"> ▪ More promotional activities in the media <p>Information</p> <ul style="list-style-type: none"> ▪ Referrals to literature on immigrant history ▪ Materials (mock election, information on propositions) translated into Spanish. ▪ Deepened analysis of electoral issues/how to breakdown issues and analyze them. ▪ More assistance with involving non-citizens <p>Peer Exchange</p> <ul style="list-style-type: none"> ▪ More breakout groups for those working on similar issues would have been helpful ▪ Have a forum or more activities in which organizations can ask questions/express frustrations and get help from each other ▪ Pair participants with a "peer mentor" to share ideas between trainings ▪ Develop training cohorts in different cities so that there is more opportunity for geographically focused collaborative projects <p>Training Style</p> <ul style="list-style-type: none"> ▪ Talk more slowly ▪ "Be frank and upfront from the beginning regarding their availability. I could have called them much more, if I knew they would be open to that." |
|--|

Appendix B: Overview of the Evaluation

Purpose of the Evaluation

One of NCCP's core strategies is to gather and disseminate information about effective models, best practices and strategies for immigrant civic and political engagement. NCCP hired LaFrance Associates, LLC (LFA) an independent research and evaluation consulting firm in July 2002 to assist in general evaluation planning and to conduct the MIV evaluation. The MIV evaluation served two distinct purposes for NCCP: 1) to provide information about the effectiveness of the MIV campaign, distilling lessons learned from participating organizations and NCCP's experience in order to inform future work and 2) to inform NCCP's future evaluation efforts through "learning by doing," identifying successes and challenges in conducting a formal evaluation of a NCCP capacity-building series and campaign.

The purpose of the evaluation was to assess the effectiveness of NCCP's capacity-building series and the MIV campaign to achieve these broad goals:

Capacity-Building series:

- Increase participants' confidence and competence in planning and implementing voter education and mobilization.
- Increase participating organizations' capacity to plan and implement effective voter education and mobilization activities.

MIV Campaign:

- Increase the participation of immigrant communities in the greater San Francisco Bay Area in the November 2002 election.

Evaluation Approach

LFA consultants worked with NCCP staff to develop specific and measurable objectives for each of the goals NCCP identified for the MIV campaign.¹⁷ Based on these objectives, LFA and NCCP determined the types of data collection that NCCP staff and MIV participants would be expected to complete during the course of the MIV campaign.

LFA developed the following data collection instruments for use by MIV participants:

- **Event Summary Tracking Sheet** – Participants used this form to track the different events and activities their organization sponsored related to the November 2002 elections. The number and types of events held, number of households contacted, number of event attendees, number of volunteers recruited, number of community members contacted through GOTV activities, and the number of new voters registered were recorded on this form.
- **Sign-in Sheet** – Participants asked all of the individuals who participated in events and activities to provide their names and contact information. Participants also were asked to indicate whether they were eligible to vote, registered to vote, and whether they participated in the last election. This sheet was specifically designed so that it could be used to determine whether participants who attended workshops and were eligible to vote actually cast their vote.
- **Workshop Evaluation Form** – Participants asked those who attended voter education and candidate's forums to complete evaluation forms to assess whether the activity/event was effective in

¹⁷ See Chapter II: **Campaign Goals and Objectives**, page 5.

providing attendees with new information and in motivating them to participate in election-related activities.

In addition, LFA used the following to collect information from participants about their experiences with MIV:

- **Participant Evaluation Form** - LFA developed a written evaluation form that was completed by all MIV participants at the final workshop. This form was completed by 18 individuals, 15 of whom were staff members and 3 of whom were community members.
- **Participant Focus Group** – LFA facilitated a focus group of eight participants after the final MIV workshop. The purpose of the focus group was to elicit more detailed and nuanced information from participants about what they gained from participating in MIV, the strengths of the series, and how it could be improved.

NCCP staff provided LFA consultants with the following:

- **Workplans** – Each organization developed a detailed workplan at the outset of the MIV campaign. The purpose of these workplans was to help participants articulate their goals, objectives, and activities they would carry out over the course of the campaign. The consultant NCCP hired to provide MIV training and technical assistance worked with participants to refine and implement the workplans. By developing workplans, organizations were able to think through and map out the strategies they would use during the campaign. These workplans also provide a valuable means for NCCP and the individual organizations to evaluate their accomplishments.
- **Final reports** – Each organization submitted a written report at the end of the MIV series detailing the activities they completed, project successes, challenges encountered, lessons learned, and how the organization overall benefited from participating in the MIV campaign.
- **Training Agendas and Materials** – NCCP staff developed detailed agendas for each of the training workshops in order to facilitate the trainings sessions and document the material that was covered.
- **Press Releases and Media Coverage** – NCCP staff conducted a media campaign in order to draw media coverage that would extend and support the work of MIV participants in their communities.
- **Documentation of Technical Assistance** – NCCP’s MIV consultant documented all of the hours spent providing one-on-one assistance to MIV participants. This included the number of hours provided to each organization and the topics covered.
- **Debrief Session with NCCP Staff** – After the final MIV session, LFA led NCCP staff through a focused debrief of what worked and could be improved in future training series.

Strengths and Limitations of the Evaluation Approach

There were several limitations to the evaluation approach used.

- LFA designed the evaluation tools primarily with the input of NCCP staff. While MIV participants had the opportunity to suggest some changes to the forms they were required to complete and collect (event tracking form, sign-in sheets, and workshop evaluation forms), the tools were developed after participants’ campaign activities had already begun.
- Some participating organizations found that constituents were wary of completing written evaluation forms or providing personal information on the sign-in sheets, for fear that the information they provided would not be kept confidential or would be used against them.

- Because participating organizations serve diverse communities, the evaluation forms and sign in sheets were translated into several different languages – Spanish, Vietnamese, Chinese, and Korean. The evaluation timeline did not allow for piloting evaluation tools within these language groups to ensure cultural and linguistic appropriateness. Evaluators can not be certain that data gathered using these tools is comparable to data gathered using English-language forms.
- Many of the community members who attended voter education workshops and candidate’s forums have low literacy levels. While community organizations assisted participants in completing the evaluation form (by reading questions and responses aloud and pointing to them on a chartpad so that participants could follow along), written evaluation forms were intimidating for some community members and, therefore, may not have elicited their feedback in the best way possible.
- Organizations that tried to use the workshop evaluation forms at large events had a difficult time getting every participant to complete the sign-in sheet and an evaluation form. As a result, the evaluators only had access to data for a small subset of those who attended events.

The evaluation approach had clear strengths.

- By articulating clear objectives at the outset of the MIV campaign, LFA and NCCP were able to develop comprehensive and appropriate methods for documenting and evaluating the campaign.
- The evaluators drew upon a variety of data sources, both quantitative and qualitative, including: participant workplans, final reports, written surveys and evaluation forms, and input from focus groups.
- The evaluation served multiple purposes. Beyond providing comprehensive documentation of MIV activities and lessons learned, the evaluation allowed NCCP explore how to measure the outcomes of its efforts. Despite facing some significant challenges, with the assistance of MIV participants, NCCP was able to collect information about the numbers of community members reached as well as, for a subset, how the voter education workshops changed their understanding and motivation to participate in the election and whether they voted.
- Because the approach was designed with an eye toward helping NCCP learn and understand more about evaluation, the MIV evaluation yielded not only this written document but also served to increase NCCP’s staff knowledge and experience with evaluation.

Appendix C: Data Collection Instruments

- Event Summary Tracking Sheet
- Sign-in Sheet
- Workshop Evaluation Form
- Participant Evaluation Form
- Participant Focus Group

Name of Organization: _____

Activity Summary Tracking Sheet

Complete columns A-F for all activities and events held. Complete column G for all events. Complete column H. for all activities that included voter registration.

A. Date	B. Length of Activity (# of hours)	C. Names of Staff Responsible for Activity	D. Type of Activity (Specify if Voter Forum, GOTV activity, Training Workshop, etc)	E. Number(s) of People Contacted Through Outreach	F. # of Volunteers Involved in Activity	G. # of Participants Who Attended Event (Not including staff)	H. # of New Voters Registered
				Mailing: Number of letters sent _____ Flyers: Number of flyers posted/given out _____ Phone banking: Number of calls made _____ Precinct walking: Number of people contacted _____ Other: (specify) _____			
				Mailing: Number of letters sent _____ Flyers: Number of flyers posted/given out _____ Phone banking: Number of calls made _____ Precinct walking: Number of people contacted _____ Other: (specify) _____			
				Mailing: Number of letters sent _____ Flyers: Number of flyers posted/given out _____ Phone banking: Number of calls made _____ Precinct walking: Number of people contacted _____ Other: (specify) _____			
				Mailing: Number of letters sent _____ Flyers: Number of flyers posted/given out _____ Phone banking: Number of calls made _____ Precinct walking: Number of people contacted _____ Other: (specify) _____			

Sign-in Sheet

Organization: _____

Type of Activity: _____

Date of Activity: _____

FIRST NAME	LAST NAME	ADDRESS				PLEASE TELL US...
		Street	City	State	Zip Code	
				CA		Are you: (Check One) Eligible to Vote? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know Registered to Vote? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know Voted in Last Election? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know
				CA		Are you: (Check One) Eligible to Vote? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know Registered to Vote? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know Voted in Last Election? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know
				CA		Are you: (Check One) Eligible to Vote? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know Registered to Vote? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know Voted in Last Election? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know
				CA		Are you: (Check One) Eligible to Vote? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know Registered to Vote? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know Voted in Last Election? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know
				CA		Are you: (Check One) Eligible to Vote? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know Registered to Vote? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know Voted in Last Election? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know
				CA		Are you: (Check One) Eligible to Vote? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know Registered to Vote? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know Voted in Last Election? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Don't Know

Workshop Evaluation Form
Insert Your Organization's Name Here
Insert Title of Workshop/Training Here

1. Why did you come to the workshop today? (Check all that apply)
- To learn about how to vote (i.e. how to register to vote, where to vote, etc.)
 - To learn about issues on the November ballot
 - To learn how to get involved
 - To learn more about **insert your organization's name here**
 - Other (Specify): _____

2. Did this workshop make you:

a. More informed about the voting process? (i.e. how to register to vote, where to vote, etc.)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Not sure
b. More informed about why it is important to vote?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Not sure
c. More informed about issues on the November ballot?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Not sure
d. More informed about how to get involved in this election?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Not sure

3. How effective was this workshop in terms of:

a. Presenting information clearly	<input type="checkbox"/> Effective	<input type="checkbox"/> Somewhat effective	<input type="checkbox"/> Not effective	<input type="checkbox"/> Not sure
b. Providing me with relevant information	<input type="checkbox"/> Effective	<input type="checkbox"/> Somewhat effective	<input type="checkbox"/> Not effective	<input type="checkbox"/> Not sure
c. Teaching me new things	<input type="checkbox"/> Effective	<input type="checkbox"/> Somewhat effective	<input type="checkbox"/> Not effective	<input type="checkbox"/> Not sure
d. Motivating me to get involved	<input type="checkbox"/> Effective	<input type="checkbox"/> Somewhat effective	<input type="checkbox"/> Not effective	<input type="checkbox"/> Not sure

4. Are you registered to vote?

- Yes
- No
- Not applicable, I am not eligible to vote
- Not sure

5. Did you vote in the last election?

- Yes
- No
- Not applicable, I am not eligible to vote
- Not sure

6. Are you planning to vote in the November 2002 election?

- Yes
- No
- Not applicable, I am not eligible to vote
- Not sure

7. How are you planning to vote on the **(insert name of election issue here)**?
- I will vote YES
 - I will vote NO
 - Not applicable, I am not eligible to vote in November 2002
 - Not sure

8. How did you hear about this workshop?
- I received a phone call or phone message
 - I received a letter or saw a flyer
 - Through a friend or family member
 - Other (Specify): _____

9. What did you like best about this workshop? _____

10. What could we do to improve this workshop? _____

11. We want to know more about who attended our workshop. Please tell us about yourself:

a. How old are you? _____
b. Are you <input type="checkbox"/> Male <input type="checkbox"/> Female
c. What country were you born in? _____
d. What city/town do you live in now? _____
e. What is your primary language: _____

Thank you for your time!

Thank you for taking time to complete this survey which will help NCCP evaluate the effectiveness of its work. We are interested in hearing your thoughts about what you gained from your participation and how the series could have been improved.

**Mobilize the Immigrant Vote! Campaign Series
Participant Survey**

1. Had you or someone from your organization ever participated in an NCCP training series or campaign before MIV?
- Yes → If so, which series? _____
 - No
 - Don't know

2. How effective were exercises such as the presentation of the immigrant rights timeline for increasing your understanding of the historical, social, and political factors impacting immigrant communities?
- Very effective Effective Somewhat effective Not effective Don't know

Please give an example of one thing you learned about the relationship between the immigrant rights movement and your organization's work on this campaign.

3. How effective were training sections such as the mock election exercise and the "Eyes on the Prize" video and discussion about the civil rights movement for illustrating barriers in the electoral system and the importance of the immigrant vote?
- Very effective Effective Somewhat effective Not effective Don't know

Please give an example of one thing you learned about barriers in the electoral system or the importance of the immigrant vote.

4. How effective was the series at demonstrating ways that election work can be used to build leaders and empower our communities for longer term change? (For example, through training sections on outreach and recruitment and other organizing skills.)
- Very effective Effective Somewhat effective Not effective Don't know

Please give an example of one thing you learned about increasing community leadership through elections work.

5. How effective was NCCP in providing opportunities for peer exchange, collaboration, and information-sharing with other like-minded organizations?

- Very effective
 Effective
 Somewhat effective
 Not effective
 Don't know

Please tell us about how these opportunities for peer exchange, collaboration and information-sharing benefited you/your organization.

What could NCCP have done to facilitate further opportunities for peer exchange, collaboration, and information-sharing among participants?

6. How useful were the following types of resources and support provided by NCCP through the campaign? In column A, indicate whether you used the resources/support in your campaign work. If you did use the resource/support, in column B, indicate how useful it was.

	A. Did you use this in your campaign work?	B. How useful was this resource/support provided by NCCP?				
		Very Useful	Useful	Somewhat useful	Not at all useful	Don't Know
Research, analysis and materials on November ballot issues	<input type="checkbox"/> Yes → <input type="checkbox"/> No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training on how to do political analysis (such as questions to ask about ballot issues and community problems, action education principles, and political education exercise on housing)	<input type="checkbox"/> Yes → <input type="checkbox"/> No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NCCP coordinated media campaign including materials (media packet & media messages) and media advocacy	<input type="checkbox"/> Yes → <input type="checkbox"/> No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to free multi-lingual voter education materials, such as NCCP's New Citizens Vote curriculum, and the Easy Reading Voter Guide	<input type="checkbox"/> Yes → <input type="checkbox"/> No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities to network or collaborate with other organizations in the campaign	<input type="checkbox"/> Yes → <input type="checkbox"/> No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. How prepared do you feel to do voter education and mobilization activities? In column A, indicate how prepared you feel to do this type of activity **now**; In column B, indicate how much influence you think MIV had on preparing you to do this activity.

	A. How prepared do you feel to do the following now?						B. To what extent did your participation in MIV increase your ability to do this?					
	Very prepared	Prepared	Somewhat prepared	Not at all prepared	NA, I did not receive this training or use it in my campaign	Don't know	Greatly increased	Increased	Somewhat increased	Not at all increased	NA, I already felt very prepared	Don't know
Explain the importance of the immigrant vote to friends, colleagues, and community members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inform your organization's staff about the relationship between electoral work and the ongoing work of your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conduct a voter education and/or candidates' forum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recruit volunteers for electoral activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coordinate voter registration activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Train community members to take on leadership roles in campaign work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Set up phone bank	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicate with media about your work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plan a voter education and mobilization campaign for your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mobilize your constituents to vote	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. How effective were the MIV trainers in the following areas:

a. Presenting information in an interesting and engaging way	<input type="checkbox"/> Very effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Somewhat effective	<input type="checkbox"/> Not effective	<input type="checkbox"/> Don't know
b. Providing relevant information	<input type="checkbox"/> Very effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Somewhat effective	<input type="checkbox"/> Not effective	<input type="checkbox"/> Don't know
c. Teaching new skills and techniques	<input type="checkbox"/> Very effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Somewhat effective	<input type="checkbox"/> Not effective	<input type="checkbox"/> Don't know
d. Providing one-on-one assistance	<input type="checkbox"/> Very effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Somewhat effective	<input type="checkbox"/> Not effective	<input type="checkbox"/> Don't know
e. Motivating me to do this work	<input type="checkbox"/> Very effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Somewhat effective	<input type="checkbox"/> Not effective	<input type="checkbox"/> Don't know

9. Would you recommend this training series to a colleague?
- Yes, definitely
 - Yes, but with some hesitation
 - No, probably not
 - No, definitely not
 - Don't know

10. Are you interested in participating in other NCCP training series?
- Yes, definitely
 - Yes, but with some hesitation
 - No, probably not
 - No, definitely not
 - Don't know

11. What did you like best about this series? _____

12. What could we have done to improve this series? _____

13. Do you have other comments or suggestions? _____

Thank you for your time!

Mobilize the Immigrant Vote! Campaign Participant Focus Group Protocol

1. Please introduce yourself, the organization you work for, and how you learned about the MIV campaign.
2. What were you/your organization hoping to get out of participating in the MIV campaign?
 - How did this campaign relate to other work your organization is engaged in?
3. Did you/your organization have any concerns about participating? (e.g., amount of time, political activity, other?)
4. If you were going to describe the MIV campaign to a friend or colleague who didn't know anything about it, what would you say?
5. What was your organization able to do (for the first time, or better) as a result of participating in the MIV campaign?
 - If you hadn't been involved in the MIV campaign, what type of activities would you have done in preparation for the Nov. 5th election?
6. What did you spend your mini-grant dollars on?
 - What were you able to do that you would not have been able to do without those dollars?
 - What would you have been able to do if you had received more money?
7. Were you in contact with any other people who were participating in MIV outside of the training events?
 - When?
 - For what?
8. One of the goals of NCCP and of the MIV campaign was to build the network of people and organizations that are working towards a common goal - to build the movement.
 - Did any MIV activities help work towards this goal?
 - What could NCCP do more of?
9. One of the things NCCP asked you to do at the beginning of the campaign was to develop a workplan. How helpful was the workplan in helping you and your organization prepare for your work?
 - How did you use the workplan once it was developed?
 - Is there anything NCCP could have done to make this process easier or better?
10. NCCP was piloting (trying out) a new approach to evaluate the effectiveness of its and your work. How was it for you to use the different evaluation forms that NCCP staff asked you to use?
 - Event tracking form – what worked, didn't work
 - Sign-in sheet – what worked, didn't work
 - Evaluation form – what worked, didn't work
11. What information do you want to know about the effectiveness of your work in the community?
 - Is there anything that NCCP could have done to make this evaluation process easier or better for you?
12. If you were going to recommend changes to this type of workshop series:
 - What kind of help would you want more of?
 - What would you want less of?
 - What assistance do you wish you had gotten?

13. What would you like to tell the staff of MIV about their work on the campaign?
- Feedback about the workshops – content, activities?
 - Support that you got – amount, type, availability of NCCP staff and consultants when you needed assistance?
 - Logistics – number, length, location, timing of the training events?
 - What should they do differently next time?
14. Do you have any final thoughts or comments you would like to share?

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