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Institute of

Fundraising

NATIONAL CONVENTION

# Is it time to let your donors have a say?

More than 1800 fundraisers from around the UK gathered at the Hilton Birmingham Metropole hotel in Birmingham recently for the annual Institute of Fundraising National Convention. Donor choice was one of the hot topics of discussion ...

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With sessions devoted to donor development, communication and PR, volunteers, grants and trusts, bequests, major gifts and management, conference delegates had a wide choice of topics covering the entire fundraising spectrum.

In *Creative Relationship Building*, Jackie Fowler and Karin Weatherup of *Burnett Works* identified what donors want from the charities they support: choice, being shown how their gifts are used, delivery of what they have been promised, honesty, involvement, recognition and specific acknowledgement of donations, personal and professional communications and reassurance that they're making a wise decision in continuing their support for your cause.

They also stressed the importance of building a genuine, two-way relationship by shaping the tone and approach of your communication. Their message was simple: be attention-grabbing, be yourself, be interesting and topical, acknowledge donors' needs and try letting your donors choose what information they want to receive, and when.

The topic of donor choice was raised in several sessions, and it's becoming increasingly clear that it's what today's donors want – so now may be the time to test the concept, by sending donors a survey (see article on page two).

In *Do it Yourself DRTV*(direct response TV), Tobin Aldrich of *Concern* identified the key elements which differentiate DRTV

from brand advertising **2003** (which aims to raise awareness of your cause or organisation).

The primary purpose of DRTV, he said, is to generate a direct, measurable response, and to raise funds. Aldrich stressed the importance of including prominent response devices – a toll-free number, for example – on all DRTV ads.

He said that in the UK, television is underutilised by charities, and needn't cost a fortune. In terms of content, Aldrich added, 'If you have a strong proposition which works well in print, it's also likely to work on TV.' In the long term, regular givers can be recruited at a lower cost, and the ads have the added benefit of raising awareness of your charity.

His main points were: make sure your call centre can handle the volume of calls you're expecting, follow the proven format of 'problem – solution – call to action', and start off small and test first.

Kate Sayer (*Sayer Vincent*) and Anne Grahamslaw (*Help the Aged*) – in *Making the Case for Investment in Fundrasing* – stressed the importance of research and preparation when approaching trustees and the board for funding.

Your case should include background information (reasons for change or new activity), options considered and the recommended approach, objectives and desired outcomes of the recommended approach, implementation plan (milestones, decision points identified), risk analysis (and factors in place to mitigate risk), a financial plan and your conclusions. **n** 

### New guide for Christian fundraisers

A *Christian's Guide to Fundraising* by Eleanor Weideman, is the first book of its kind in South Africa.

The book is a great beginner's guide to raising money for Christian non-profit organisations.

From budgeting, proposal writing and raising money from individuals to using the Internet as a fundraising tool, the book also takes a look at fundraising ethics (from a Christian perspective), and the evolution of Christian fundraising from ancient times. To order, simply complete and return the leaflet in this issue, or telephone (021) 683 6471 or e-mail critchie@icon.co.za, or order a copy online at www.papillonpress.co.za. **n** 



# Take the time to listen

When you're making a face-to-face ask for a major gift, one of the fundamental rules is 'listen to the prospective donor'. But it's not only in major gift 'asks' that listening is so important. You should also be

> listening to your older donors when they ask to be taken off your mailing list, or indicate that they can no longer support your work.

These are indicators that they need to be reassured that their past support was sincerely appreciated, and that you'd still like to send them your newsletters so that they can stay in touch with your work.

It's also an opening to begin talking about your bequest programme and how it provides another easy way for them to help preserve your organisation's work – which they've supported over the years.

Listening to your donors also gives you one of the finest opportunities to grow your

fundraising income. The key is the donor survey – a short questionnaire sent to all your donors, a representative cross-section, or just to your 'major' donors.

The survey should only be one page with

a few key questions, and possible answers to make responding as easy as possible.

It needs a heading along the lines of 'Please help us to serve you better'. It could also have a covering letter from

your CEO or Board Chair to encourage participation – a strong urge to donors to take a little time to help you to look after their interests, and treat them as the friends which they are to you. This is one occasion where a reply paid return envelope is probably worth the cost.

The type of questions you ask may vary, but here are some examples:

- 1. What aspects of our work most interest you? (List all your areas of service and have a check box for each and another for 'send me more info on this'.)
- 2. Please tell us what aspect of our work motivated you to give to us/why you choose to support our work? (List possibilities and a blank space for other reasons.)
- 3. How often would you like to hear from us?

Describe your direct mail programme and let them choose from 'too many', 'too few' and 'just right'. Add an option to receive only specific mailings.

- 4. Suggest that you'd like to occasionally telephone them to thank them. Give them an option of supplying their home and/or work telephone number, and where they'd prefer to receive a call.
- 5. Ask if they have an e-mail address and whether they'd like to receive newsletters or other communications via e-mail.
- Ask whether they have thought about making a bequest to your organisation. Would they like more information about bequests?
- Ask them to help strengthen your cause by providing names and addresses of friends or family whom they know might also wish to hear more about your cause or become supporters. Allow space on the reverse for names and addresses.
- 8. Offer them the opportunity to raise questions or concerns about your work.

'Listening to your donors provides

you with one of the finest

opportunities to grow your

fundraising income'

9. Finally, leave a space for other comments or suggestions.

You may wish to list a range of groupings for them to indicate age (e.g. 50-64, 65+) – but this should be strictly optional. Responses to this

type of survey can be as high as 20% – high

enough to make the answers statistically valid. If you don't get a good response first time round it may be worthwhile sending the questionnaire to non-responders a second time, with another note of encouragement spelling out how useful the answers you received were.

A careful analysis of the responses will paint a picture of your donors' likes and dislikes and will give you solid ideas about how to better look after their interests and which approaches to use in the future.

You may well learn that segmenting your file into different interest groups might be the way to go. And you should certainly learn whether it will be worth your while increasing the use of the telephone and/or e-mail in communicating with your donors.

All of this can only lead to better donor retention, stronger donor relationships and increased income for your cause.



Terry A Murray is founder and former Chairman of Downes Murray International and President of DVA Navion in South Africa.

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### Milestone Thinking

On-Target Observations in brief

When calling on prospects, don't tell them 'features' such as a regulation-size basketball court in the new gym or a library addition with a capacity for 50 000 books. Instead, sell them an 'emotion'. Share how their gift will change lives. Donors don't really want to make a donation, they want to make a difference.

> With acknowledgement to Successful Fund Raising Volume XI, No. 3, March 2003

The best way to build an endowment programme is through a capital campaign which has a beginning, middle and end, a budgeted planned giving programme, or a combination of both.

> With acknowledgement to NonProfit Times April 15, 2003

Send copies of your annual report with a brief, appreciative covering letter to your top donors as a cultivation device – and don't ask for money!

> With acknowledgement to Mal Warwick's Newsletter Number 55, July, 2002

A shrewd (non-profit) chief executive will become acquainted with each board member, develop an understanding of what each board member can bring to the table, and help draw in the board member.

> With acknowledgement to The NonProfit Times April 15, 2003

You must learn from the mistakes of others. You can't possibly live long enough to make them all yourself.

#### Sam Levenson

An annual thank you call to express appreciation personally to donors for the contributions they've made will cultivate a more committed and consequently a more generous donor. As many of these calls as possible should be made by staff members, who also benefit from the experience of gaining valuable insight into the mindset of donors.

> With acknowledgement to The NonProfit Times May 15, 2003



### Reaching the spirit within

**B** ringing joy to a child's life is what *Little Eden* Society for the Care of Persons with Mental Handicap is all about. Singing ... playing ... massage ... physiotherapy ... water therapy ... arts and crafts... and a host of other activities all play a part in reaching the spirit within each child, and helping them develop their full potential.

Often the achievements are small – a child will learn to grasp a spoon, chew, gain some movement lying on their tummy on the mat, or simply grow in peace and serenity – but each tiny step forward is greeted with excitement by the dedicated therapists and nurses at the home.

Even though *Little Eden* is completely non-denominational, its founder, Mrs Domitilla Hyams, is a devout Catholic whose faith continues to guide the management of the home. Now run by one of her daughters, it has grown into a loving home for 290 children and adults with profound mental handicap.

The home consists of two sections – the original Edenvale premises and a 43 ha farm near Bapsfontein – the Elvira Rota Village – where more mobile and older residents enjoy performing simple chores, such as cleaning and packing the pecan nuts grown on the farm, and caring for the dairy herd and sheep.

(Readers are invited to submit photographs, together with a brief overview of their organisation's work, for inclusion in this regular feature). The smile says it all. Although he has spastic quadriplegia and profound mental handicap, this child enjoys a joyful moment during his sixth birthday party at Little Eden.

# FUNDRAISING

Fundraising Forum is a regular newsletter dedicated to the enhancement of management, fundraising techniques and the promotion of community service, welfare and not-for-profit organisations of all kinds.

It is published by Downes Murray International and circulated, free of charge, to anyone with an interest in the growth and improvement of the non-profit sector and those served by it.

In addition to regular features written by Downes Murray International staff, there are extracts from worldwide fundraising publications which are reprinted with acknowledgement to the publishers.

We welcome submissions for publication from all writers involved in not-for-profit work.

# Make the most of your **Christmas** appeal



With Christmas a few short months away, copywriter Denise Murray takes a look at ways to make this year's appeal your best ever.

t's almost the end of another long fundraising year, and you're preparing your festive season appeal. The BIG one.

So are scores of other organisations. Every direct mail fundraiser is hoping to benefit from those end of year bonuses, and people's 'spirit of giving'.

But with only so much money to go round, what's going to make your appeal stand out and be the one people choose to respond to? Here are some ideas to get you going.

#### Start with your envelope

What about using a bright seasonal colour; overprinting or stamping with a pertinent illustration; adding 'Season's Greetings' to the front (or back); using a seasonal stamp design, a live seasonal stamp or having a good teaser relating to any premium enclosed.

#### Your theme

Festivals and holidays impact on everybody. For those who are disadvantaged, disabled, homeless, sick, abandoned, lonely, terminally ill or suffering in any way, this impact is often negative. Therefore, help and support is needed even more during this 'happy' time of year. Make the special need for your service come alive for your donors by connecting the theme of your appeal letter to the season.

#### Use of pictures

Give your package a lift and a point of difference from the usual look by using topical pictures and illustrations. But make sure it's appropriate to your cause.

#### It's The Season of Giving

At various times through the year you've asked your donors to give. Now it's The Season of Giving, of caring and sharing, and you're hoping that they're going to respond accordingly. But what about them?

This is the perfect time for you to give back something to recognise and thank them for their loyalty and support.

You could include a Christmas card; add a small premium such as gift tags, Christmas seals for mail, stickers to decorate gift parcels or a notepad. End the letter with a handwritten P.S. and 'thank you' from your Chairman or Director, or attach a note from someone who has benefitted from your services during the year.

#### Getting down to 'the ask'

Give your Donors 'the good news'! The end of a year is recognised as a time of closure

and assessment. Tell them how much their support has already accomplished; share with them how close you are to a goal, record or achievement in what you do; and ask for that end of year donation which will give the final push to success.

Greetings!

#### What about the list?

That old adage about the three most important aspects of direct mail fundraising being 'the list, the list, and the list', is just as true here.

Examine your donor list. See how you can segment, perhaps targeting each donor category in a different way.

Talk to them in a way that appreciatively takes into account their pattern of giving, and then creatively maximise on that for this occasion. Emphasise how much their gifts mean; and if they've lapsed - how much you miss their encouragement and support.

#### Topicality

Whilst Christmas does seem to dominate in our society, there are other holy and important days that fall into the period end October to end January. If you're able to identify your donors' faith or persuasion, recognition of these individual differences would both surprise and please them.

Here are some dates for 2003/2004:

Baha'i Faith:	12 November –
	Birth of Baha'u'llah;
Christian Faith:	25 December - Christmas day;
Environmental	
Interest:	7 November –
	National Marine Day;
Hindu Festival:	25 October – Diwali;
Jewish Holy Day:	20/27 December –
	Chanukah;
<b>Muslim Calendar:</b>	25 November – Eid;
New Year:	1 January; 22 January
	(Lunar New Year)
Good luck, an	id good responses, to all of
you!	n

## What works, what doesn't

**S** ince our first *Win or bin?* article appeared in the June issue, *Fundraising Forum* has received mixed reaction – ranging from requests to have work analysed, to outrage that non-profits trying to do their best with limited resources are being criticised.

Our aim is to offer non-profits an honest reaction to their communications, similar to what they might expect from the giving public. In pointing out negatives, we hope to help fundraisers understand what might be going wrong with their appeals, and to help them build on the positives.

It stems from a *Downes Murray International* practice of submitting every single piece of work we produce to ruthless critical scrutiny by our entire staff. This is an incredibly valuable exercise, enabling us to monitor reaction to our mailings, brochures and websites and identify areas which could be improved. We love criticism! It's what drives us towards excellence – and it can do the same for you too.

#### Where are the children?

Having been privileged to visit *Little Eden* and see the wonderful work being done by this organisation for the care of children with profound mental handicap, I looked forward to reviewing their newly revamped website *(www.littleeden.org.za).* 

Disappointingly, the home page is

dominated by a giant logo – rather than a close up, emotive picture of a child. In fact, visuals of kids are absent from most pages and the whole



site has a rather cold and clinical feel, totally at odds with the reality of the home. However, the photo gallery is a nice touch, which could be improved by captioning the photographs.

Although the site has a page dedicated to fundraising, the ask hardly seems urgent, tucked in among information on government subsidies, pecan nut sales and the heartening news that the home is a beneficiary of the National Lottery. If visitors do want to make a donation, they are obliged to 'contact us for the necessary form'. My feeling is they won't!

#### Cross purposes

Despite its irrefutable impact, this press ad from *The Foundation for a Brighter Future*, which appeared in the Sunday Tribune on Easter Sunday, got the thumbs down from all six members of our panel.

We weren't quite sure what our sins were, or how we had contributed to the child's situation – and the sparse lines of tiny type reversed out of the black background gave no clues, other than the promise of a reward 'in this life or the next' for those willing to donate.

The consensus seemed to be: would you give to an organisation you know nothing about which doesn't explain itself?

#### Not what it seems

Masquerading in an envelope carrying what seems to be a warning to parents – 'How to make sure your children aren't the next to suffer' – is this appeal from the *Endangered Wildlife Trust*, which is actually about crane conservation.

Clearly aimed at EWT members, who are probably passionate about the status of cranes, one wonders why the organisation felt the necessity to resort to these tactics.

The enclosed letter suffers from too much copy squashed into too small a space. Perhaps it would have been worth producing a separate donation form – one that fits comfortably into the reply envelope – to allow more space on the letter for copy and decent size photographs. However, we liked the explanation of the various costs of saving the cranes on the back of the form.

#### Consistently good

Although somewhat different, in that it is an annual event, rather than an organisation, *Casual Day* deserves a mention for its ongoing, consistently good work.

Latest to arrive in my e-mail box is a fun reminder about this year's event – but the organisers have a communication programme running throughout the year, which includes a thank you letter mailed to previous participants, a colourful newsletter reporting back on the organisations which benefit from the event, and of course, an appeal for participation in the next *Casual Day*.

It all works exceedingly well, and the fact that *Casual Day* continues to grow from year to year is a tribute to the organisers. n





Sheila McCallum reports back on another collection of local fundraising communications evaluated by our panel of experts.

Readers are invited to submit their work for critical analysis.





# **Publicising your cause**



In the second part of our focus on public relations, Downes Murray International copywriter Marisol Gutierrez looks at the value of publicity and offers belpful tips on getting your message across. he non-profit which does not need publicity is an extinct creature.

No matter how well-known, large or small a charity is, positive coverage can help introduce your organisation to prospective new donors, reassure existing supporters of your work, heighten awareness of your cause and focus attention on your message. Its value is immeasurable.

That's the up-side – that's *if* your news gets published. With so much competition for publicity – and so little space available in newspapers – where do you start?

#### On your marks ...

Firstly, know what news is. Then know how to identify or develop a new angle on a story that's no longer regarded newsworthy. This is as great a challenge as learning how to create an interesting story when it appears there's not a newsy tidbit in sight – but more about that later.

If your charity has won a prestigious award, if your office is robbed, or if a celebrity is visiting your projects, that's obviously news. It shouldn't take much persuasion to get stories like that published.

But – in the absence of awards, thugs and celebs – it's up to you to flex your creative muscle and *make* a story out of something.

#### Get set ...

You're at a great advantage if you keep informed and read your newspaper every day. If any story relates to the work you do – or if you read an article you vehemently disagree with from a professional point of view – there's the seed of a story.

Make sure of your facts and prepare your own press release for submission. Then contact the reporter concerned and let him know that you'd like to respond.

Don't underestimate the value of the 'Letters to the Editor' section of newspapers – it is widely read. There's no reason you can't use this forum to get your message across, by submitting a well-written, authoritative letter.

When you're really struggling to create news, think laterally. If you're an animal welfare organisation, perhaps you've just found a home for the 1 000th animal – or admitted your 10 000th homeless pet. Both these examples offer stories that can be developed with pertinent news angles.

If you're a development agency, how about the 68-year-old who has just learned to read and write through your programme – and for the first time in her life, will be able to read the newspaper in which her story appears.

If you're caring for orphaned, abandoned or abused babies and children, why not ask the kids themselves what they want for Christmas. Use any unusual or heartrendering requests as a hook with which to develop and present the story.

Competitions are another great, community-involving way to publicise your cause and generate interest in the work you do. Choose an appropriate theme, get prizes sponsored, devise entry forms, decide on a closing date and ... *voila!* 

Taking this concept further – if it's an art or creative competition – arrange an exhibition of entries at a public venue such as a library or civic centre, which gives you a chance to meet people face-to-face and promote your work.

#### Go!

No matter how wonderful your story, you need to respect certain rules if you want to develop a professional and mutually beneficial relationship with your media contacts.

First, ask when the best time is to call. Phoning a journalist on her deadline is not going to endear you to her. Respect their schedule and work with it – not against it. As for magazines, most have deadlines that run months in advance. Plan ahead!

Some other tips to keep in mind:

- Don't only look for media coverage when you have fundraising events to publicise. Strive to maintain a balance.
- Different sections of the newspaper cater for different target markets. Know who your market is and act accordingly.
- Have a story or two in 'reserve' for when a reporter may contact you, looking for a community news item. This is a gift!
- As wonderful as receiving money is, photos of cheque handovers are usually deadly dull. If you're organising a photo shoot for the occasion, do something fun or interesting.
- Remember to stick to the rules when you're writing a press release. Use A4 white paper, double spacing and head it 'Press Release'. If it runs over one page, type the word 'more' in the bottom right-hand corner. At the end of your press release, type 'ends'.
- Have the 'who, what, when, where, why and how' in the first paragraph of your press release. Leave less important facts until last – stories are usually cut from the bottom. Keep it to-the-point and never write just to fill space.

# **Rules for e-mail appeals**

ere are 10 rules that are worth following when writing an e-mail appeal:

- Write the best possible subject line something that's intriguing and engaging. You'll only have a couple of seconds to grab the recipient's attention.
- 2. Make sure the message is timely and urgent. If it's not, it's all too easy for the reader to delete it.
- 3. Pay attention to the name and address of the sender. Ideally, use the name of an individual who's well-known to the recipients. If possible, stay away from confusing-sounding technical or institutional addresses.
- 4. Write in an informal, engaging style. Online communication is much less formal than what's written on paper. Keep sentences short and language clear and expressive.
- 5. Remember that you can't personalise the Ask (ie. tie it to the individual donor's giving history) unless you have in place either a sophisticated e-mail messaging system tied to your donor database or a similar capacity to create personalised Web

pages on the fly in response to donors who click onto your site. Very, very few non profits have this capacity now. So it's important to think through carefully to whom you're writing, and why. For example, it would be a mistake to ask a R1000 donor for a R25 gift online.

- 6. Personalise the copy as much as possible. At a minimum, start off with a personal salutation ('Dear Leslie').
- 7. Make sure you don't 'send' or 'copy' the message to a long list of people simultaneously, which could result in the list appearing in its entirety to every recipient.
- 8. Keep the copy short, and avoid long, dense paragraphs.
- 9. To accept donations, point the recipient to a dedicated page on your website, that's devoted exclusively to the current appeal.
- 10. Make sure you have the capacity to accept credit card gifts the preferred form of payment online. If the scope of your programme and your budget allow, arrange for gifts to be transmitted via a secure Web site. n

With acknowledgement to Mal Warwick's Newsletter July, 2002

### Do you have a privacy policy?

**T**o assure your organisation is doing all it can to protect the data it collects and stores about its constituents, ask yourself these seven questions.

Then, put your organisation to the test by checking your policies, systems and processes for possible infractions.

- 1. Are staff in your organisation thoroughly familiar with your privacy and information usage policies? Are they familiar with privacy laws, regulations and ethical business guidelines concerning the collection, storage and use of data related to donors and constituents?
- 2. Do you hold regular training sessions to periodically review policies and new laws and regulations so that all staff are familiar with them and your expectations for responsible stewardship of data?
- 3. Are staff aware of the implications of security breeches, including penalties?
- 4. Do you train new staff and temporary staff if they have access to protected data – on privacy and security rules?
- 5. Do you have different levels of employee access to data based on the sensitivity of information stored?

- 6. Do you regularly test your systems to ensure reliability? Do you have a documented plan to handle security incidents and complaints from constituents should a breech occur?
- 7. Do you have technology that appropriately handles your security needs, including firewall and encryption software to protect personally identifiable information?

It seems simple enough: create a privacy policy, install appropriate security technology and access safeguards, communicate your privacy policy and information usage practices to all stakeholders including constituents, continually train and update employees, and test your system and processes for reliability.

And, think before you act, before you press the SEND button on e-mails, before you say 'yes' to a corporate sponsor, before you allow a new employee access to sensitive data without first training him or her. Let your common sense guide you and always – always put yourself in your donors' shoes before using information about them. Treating other people's data the way you would want them to treat data about you will go a long way toward preserving donor trust and loyalty, and ensure that your focus remains on your mission. **n**  Do you bave an effective privacy policy in place? It will protect your donors' information, and could save you from embarrassment.

> Adapted from The NonProfit Times March 15, 2003

### **Identify bequest prospects**

**D**onors who currently give to your organisation's annual fund or have made gifts to your capital campaign are great prospects for bequests.

Your donor database has a wealth of information about current donors. That information is filled with clues about which donors may be great candidates for bequests. Here's what to look for:

- Women using 'Miss' as a prefix a possible indication that they're older and have no heirs.
- Those whose address indicates they have moved to a retirement community.
- Donors who have recently given multiple memorial gifts.
- Donors who have given over a period of 10 years or more, regardless of gift size.
- Alumni donors whose children or grandchildren also attend your school.

- Middle-aged (or older) donors who have no children.
- Those who have served as board members, advisory board members or volunteers.
- Those exploring gift options for their heirs (children and/or grandchildren). Many bequest vehicles can help these donors continue to provide for their heirs.

Here's another great way to identify bequest prospects among your donor base:

- Profile your existing planned giving donors, and look for similarities in gender, type of planned gift made, age range, number of years giving and geographical location.
- Then search your database for donors who fit those parameters.

Source: Successful Fund Raising, March 2003, Volume XI, No.3.



e always welcome letters and feedback from our readers – good, bad, or otherwise.

We recently received a letter from Mrs Theresia van Pletsen of Lynwood Ridge, who wrote: 'During all the years while with the *Community Chest* and *Roodepoort Care of the Aged* until 2000, I received *Fundraising Forum*.

'Now I have many

recollections of *Downes Murray International*, love reading all the news, improvements and future strategic trends ... I urge all readers to read every article with



Forum reader, Mrs Theresia van Pletsen enthusiasm and – to become a winner – apply the techniques!' Thank you, Theresia! Send your lettes to The Editor, *Fundraising Forum*, PO Box 3455, Durban, 4000 or e-mail forum@dmi.co.za. **On the web** 

Have you visited www.dmi.co.za? Our website is packed with news, classifieds, vacancies – and you can also

post your classifieds, jobs or CV (if you're looking for a job in the non-profit sector) on the site. If you'd like to post news on dmi.co.za, e-mail sheilamc@iafrica.com. **n** 

#### "Reprinted with Acknowledgement to ..."

undraising Forum prides itself on keeping South African fundraisers right up-todate with developing attitudes, trends and techniques, both here and overseas. We are grateful to the following international publications, which are regularly quoted and highly recommended:

- The Grassroots Fundraising Journal, P O Box 11607, Berkeley, CA 94701 (6 issues one year at \$39), email: chardon@chardonpress.com website: www.chardonpress.com or visit www.grassrootsfundraising.org
- The NonProfit Times, 190 Tamarack Circle, Skillman, NJ08558 (\$129 per annum) website: www.nptimes.com
- The Chronicle of Philanthropy, P O Box 1989, Marion, Ohio, 4335-1989 (24 issues one year at \$95) website: http://philanthropy.com
- Successful Fund Raising, PO Box 4528, Sioux City, Iowa, 51104 (12 issues per annum \$149) website: www.stevensoninc.com
- Mal Warwick's Newsletter Successful Direct Mail, Telephone and Online Fundraising, Strathmoor Press Inc, 2550 Ninth Street, Suite 1040, Berkeley, CA 94710-2516 (6 issues per annum \$79) website: www.malwarwick.com/newsletter

edited by Richard Solomon and Terry A Murray and published by Downes Murray International.

#### Downes Murray International

Downes Murray International are fundraising consultants, working with non-profit and non-government organisations of all kinds, to increase their fundraising effectiveness.

We offer feasibility studies, strategic planning workshops, direct mail fundraising, mail/phone, corporate and capital fundraising campaigns, church fundraising and bequest promotion programmes. In addition, **Downes Murray International** has close links with a number of fundraising consultancies across the globe, enabling us to keep a finger on the pulse of international trends and techniques. For further information contact your nearest office.

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