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FUNDRAISING FORUM

This year marks the 25th anniversary of Downes Murray International (DMI), and considering that DMI's been associated with hundreds of South African charities, it's certainly a milestone the company's proud to be celebrating.

INSIDE INFORMATION

25 Years of helping charities to be their very best

Despite international trends that have seen small businesses disappear due to a sequence of recessions, acquisitions and the transition from analogue technology to the digital era, DMI has stood its ground in tough times.

Perhaps Sheila McCallum, who's been associated with DMI for a large part of its history, sums it up best:

'Incredibly, 25 years ago we operated without email, the Internet or mobile phones. Today, we have an arsenal of communication tools at our disposal. But don't imagine for one minute that fundraising itself has changed. People give for the same reasons they have always given.

Founded by the forerunner of South African fundraising, Terry Murray, with guidance from Michael Downes (of Downes Venn Associates in Australia), DMI was originally a subsidiary of The Response Group.

It was Terry who first identified the opportunity for a company dedicated to providing more comprehensive fundraising expertise to the not-for-profit sector in the South African market. And so DMI was born.

Today, the direct mail programmes run by DMI's Jenni McLeod and Jenna Hardman raise millions of Rands each year not only from within South Africa but worldwide.

With a tailor-made approach, a team of trained and passionate staff and, as of this year, two new shareholders in the business, Creative Director Richard Solomon and Accounts Director Jenna Hardman, the company combines altruism with strategy into a winning formula…

… a formula that Jenni McLeod attributes to the invaluable mentorship she received from both founders when she first joined the company in 1983.

'Our fundraising efforts focus primarily on private individuals, as opposed to corporates, and this has set us apart from other players in the sector and yielded outstanding accolades,' said Jenni.

Some milestones in DMI's history include:

1982: Published the first regular South African fundraising newsletter, *Fundraising Facts and Ideas*, which evolved into the substantial quarterly information publication which you're reading now – *Fundraising Forum*.

1994: DMI was the first South African fundraising consultancy to have its work admiringly showcased in an overseas publication (*The Non-Profit Times* in America).

1999: Largest single gift to a direct mail campaign from an overseas donor (R1 122 000).

2002: Celebrated 21-year partnership with the South African National Council for the Blind.

2003: Launched the first websites and online giving campaigns for several clients.

According to Denise Murray, DMI's seasoned copywriter who has been with the company since its inception, the main reason for DMI's longevity is in its ethos: DMI cares.

Our clients are not just a name or a number, they're people doing good in their particular sphere. DMI is privileged to be part of that good,' she said.

'As we celebrate this milestone, we're mindful of our heritage and the many lives that we've been able to impact,' said Jenni.

"Fundraising isn't easy – but it's worth it! And we're grateful to our clients, both present and past who've inspired us to continue doing what we do."

The person signing your direct mail appeal may wonder … why is direct mail so weird?

Professional direct mail – littered as it is with sentence fragments, ellipses (...) and grammatical no-no's such as sentences that start with a conjunction – would earn an 'F' in tenth-grade English. But the products of tenth-grade English would fail miserably in the mailbox. Tom Ahern reports.

The doctor I interviewed for the September appeal was great. We got into this geeky discussion of recent neuroscience and how it can shape behaviour. He uses it with patients, to keep them on their medication. I use it with prospects, to gently guide them to give.

Still, he's no direct mail expert. And he'll be getting a letter to review, a letter I wrote, to be sent out over his signature. Is there room for misunderstanding? Oh, yes.

Direct mail appeals are unlike any other writing on earth. So, to prepare him, I listed some of their 'strange but true' aspects in the brief below.

Maybe you'll find it helpful the next time a signatory looks at your draft appeal and exclaims, 'Yikes! That doesn't sound like me!'

Here are some of the odd things that make direct mail function well:

- Direct mail appeals are not brochures, with lots of details about the charity and its programs. Insiders care about that stuff. Outsiders don't.
- Good direct mail appeals have a few standard components. They always have 'entertainment value' (often a story, or intimacy: 'Let me take you into my world.'); that's what keeps people reading. They have multiple requests for a gift (inertia is a big problem, so you beat readers over the head with 'asks'). They have a conversational voice: the letter signer talks directly to the letter recipient. The pronouns 'I' and 'you' are copiously present.
- Neuroscientists have observed in the lab that making a gift to charity lights up a pleasure center in the human brain. A good direct mail letter, therefore, 'models' that act for the reader, by suggesting it repeatedly. The reader begins to envision the gift, and in envisioning starts to feel the pleasure.
- 'You' is the most important word. It is classed among the top 20 or so 'power words' in advertising because of its magical ability to raise more money.
- Effective direct mail appeals aren't really about how wonderful the charity is. They are, instead, about how wonderful donors are. Making donors feel important is job number one. It's called 'donor-centricity.' It's exactly like 'customer-centricity.'
- Neuroscience has discovered a very useful thing about our brains: 'Even when people perceive that flattery is insincere, that flattery can still leave a lasting and positive impression of the flatterer.' In other words, you cannot overdo donor love.
- You wear your heart on your sleeve. Sounding corporate or technical will not raise as much money as sounding warm and welcoming.
- Researchers in fundraising, like Dr. Adrian Sargeant, who did his tests with National Public Radio, have found that so-called 'social information' – such as how much others have given – leads to bigger and more gifts from average donors.
- Direct mail deeply respects reader convenience. Good direct mail is highly 'skimmable': short words, short sentences, short paragraphs.
- People tend to skim the underlines first, eye-motion studies show. So we underline key messages. You should be able to read just the underlines and kind of get what's being asked of you. Corollary: you don't have to underline the entire phrase you wish to emphasise. Since the eye sees 'word clumps,' the non-underlined words to the right and left of the underlined words will also be read.
- For the same reason, direct mail letters use devices like bullet lists and ultra-short paragraphs ... because they make it easier to skim.
- There are two types of letters: those sent to people who have given previously, and those sent to people who have not. Those who have given before are likely to give again, often without even reading the letter. But it is very difficult to acquire new donors.

  From a mailing of 200 professionally-written appeals, maybe 10% will open the envelope. And from that 10%, only one gift will come in ... for a one-half of one percent return. (And yet the math works, if you retain that new donor for a while. The real money comes in subsequent years. The biggest gift a donor ever makes is usually around the sixth to eighth gift, says one Canadian expert.)
- Certain phrases, like 'tax-deductible' (which reminds readers that you're a true charity), are repeated often, so they won't be missed.
- We write (and review) these letters at 1 km/h. Readers, though, read at 100km/h. Things that are said just once tend to be overlooked. When you read direct mail at 1 km/h (listen up, reviewers!), it can sound choppy. That choppiness disappears at 100km/h. ■

With acknowledgement to **Tom Ahern** visit www.aherncomm.com

MILESTONE THINKING

On-target observations in brief

Done well, a non-profit elevator speech is a concise, compelling narrative that can at least begin to make the case for supporting a charity's work.

With acknowledgement to
The Chronicle of Philanthropy
22 March 2012

Opening donors' envelopes and looking at the cheques they send and reading the notes or comments they include can make the donation experience real in a way that few other things can.

With acknowledgement to
Successful Fundraising
October 2012, Volume XX, No.10

Fundraising not only is a business; it's just about as tough a business as might exist in today's cynical and brutally competitive society.

With acknowledgement to
The NonProfit Times
15 September 2012

Because so many donors are unwilling to make large cash gifts, many non-profits are emphasising bequests.

With acknowledgement to
The Chronicle of Philanthropy
20 September 2012

While we do our good works let us not forget that the real solution lies in a world in which charity will have become unnecessary.

Chinua Achebe
Anthills of the Savannah

Gifts should be processed and receipted as quickly as possible. Anything more than two to three days tells donors that their first-time gift wasn't that important to you. Not a great foundation from which to ask for a second gift.

With acknowledgement to
Successful Fundraising
May 2012, Volume XX, No.5

Blogs and social media sites are increasingly part of the tactical arsenal of a good promotion plan, and they offer the very appealing opportunity for consumers to be involved in the organization at multiple levels.

With acknowledgement to
www.thenonprofittimes.com

Project Gateway – a lifeline to Pietermaritzburg's poor

In the heart of Pietermartizburg, KwaZulu-Natal, you'll find Project Gateway – a church-based, non-profit organisation that's making a world of difference in the local community.

It was officially launched in 1992 when the Old Prison in Pietermaritzburg became available as a base, but the truth is, work began long before.

Project Gateway's main vision is to change people's lives by helping them physically, emotionally and spiritually – and putting the compassion of Jesus Christ into action.

Project Gateway's three-strand outreach system empowers, cares for and educates vulnerable men, women and children from the poorest townships neighbouring Pietermaritzburg and surrounding areas.

By providing job and life skills training in fashion design, sewing and computer literacy they school ordinary people to become extraordinary entrepreneurs who can earn an income, become financially independent and provide for their families.

They also offer training and care for HIV/AIDS, and TB related diseases, run a pregnancy care programme to assist vulnerable young mothers who would otherwise have nowhere else to turn and provide a safe haven for the homeless at their overnight shelter.

In addition, their Gateway Christian School gives affordable education to the less privileged children in the local area. Currently, 385 children are enrolled at the school. And there's also a boarding facility for orphaned and vulnerable children.

(Readers are invited to submit photographs, together with a brief overview of their organisation's work, for inclusion in this regular feature.) ■

FUNDRAISING FORUM

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 is downloadable for free, 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 international fundraising publications which are reprinted with acknowledgement to the publishers.

We welcome submissions for publication from all writers involved in not-for-profit work. Visit **www.dmi.co.za**

Seven cost-effective ways to increase income from donors

This article, written by the late Terry Murray, first appeared in Fundraising Forum in August 1995.

More than a decade ago, John Groman, a top US direct marketing expert visited South Africa to conduct the first ever fundraising seminar in this country.

And one of the many insights John left with us was the fact that fundraising income can only be increased in three ways:

1. More donors
2. More donations (from those donors)
3. More dollars (again from existing donors)

Here are seven that I believe are likely to provide the best ratio of results to effort.

One. Show donors what you're doing to be more efficient

If you've embarked on a rationalisation of resources or of service programmes – evaluate the savings and tell your donors.

Show them that you're making wise use of their money, send them your annual financial report and invite them around to see for themselves what you are achieving.

Accountability to donors was always important but has now taken on much greater significance with the recent spate of evidence of misuse of funds.

Two. Give them a challenge

Find a major donor to make a challenge gift to your organisation – a gift that you have to match with many more gifts from others. Or raise the sights of your donors by showing them how much more could be done if they doubled their previous gift (or even increased it by 50%).

Three. Find out what lights their fires

Ask for your donor's opinions in your newsletter or mail appeals or use a survey or group discussion to establish their particular interests.

In this way you'll be able to offer them giving opportunities that fulfil their needs. Recognise your donors as individuals and you'll be able to talk to them as the friends which they are.

Four. Pay greater attention to the top 10%

Every donor file I've ever analysed has a group of people who give more frequently and/or in larger amounts than the average.

These are often the people who love you and what you're doing the most. So don't just mail them – talk to them. Telephone them to stress how important they are to you, invite them round to visit, or give them tea 'n tour.

Keep a file on your computer with their names, addresses, telephone and fax numbers and everything else you know about them – and then phone five or ten of them every week. You'll be amazed at how the relationship grows.

Five. Share your dreams and your passion for your organisation

If you feel passionate about an aspect of your programme or your organisation or if you know that by adding something specific you're going to save more lives, feed more babies, educate more children, create more jobs – then tell your donors what it will take to achieve the dream.

Be sure and show them how they can be a part of your vision. Your passion and your enthusiasm will help lift their support to new heights.

Six. Thank. Thank. Thank.

Reinforce each first time donor's decision to support you with a 'welcome' package not just an ordinary thank you note.

Include (for example) your latest newsletter, a bumper sticker or licence holder with your slogan or logo, some informative literature on your organisation, a few press cuttings about your work or something describing the impact you're having in your field of endeavour.

You could also offer bequest literature and a reply envelope to hold their next gift.

In this way you'll make sure they remember how grateful you were for their support. And you'll start to grow the relationship and build their loyalty.

Mail your 'thank you' within 24 hours so that it arrives before they've forgotten they wrote a cheque or made a donation.

I recently saw the results of an annual mailing drop by 25% and the sad reason was traced back to a number of very generous previous donors who didn't receive a thank you letter for more than six months after they gave!

Be innovative with your thanks – a children's home can use a child's note of thanks or a drawing, an animal welfare charity might have a picture of a dog or cat with a pawprint – get your staff to brainstorm some new ideas and surprise your donors with something different.

Seven. Encourage the ultimate gift in the form of a bequest

Bequests in the form of cash, residuals of estates, property, antiques, paintings, investments and jewellery are sometimes called 'the final gift from a friend'.

And your friends – your donors – are often delighted to find that there is another way in which they can help you.

A way which ensures that your good work will continue beyond their lifetime. Your donors are unlikely to think of this on their own – so talk to those who have reached the stage of life when bequests are a consideration – and offer them literature and advice on how they can make the ultimate gift to fund your work. ■

10 Things you're doing wrong with social media

Social media's here to stay – so if you're using it – get it right! Chris Bernard reports.

You're on social media, maybe Facebook, Twitter or your organisation's blog, and you're having some success.

You know there's room for improvement. Before you start strategising big plans for what you might do with the tools, take a little time to consider what you're already doing with it, and whether you're making common mistakes.

Here are 10 such mistakes you can turn around with a little effort.

1. Not telling people you're on social media

Take every opportunity to let people know you are out there. Include your Twitter handle and links to your Facebook page on your website and in the signature on your email. Link to them in your newsletters and other communications, and publicise them at events.

Use Twitter and Facebook as opportunities to comment on other peoples' posts as well, which is a good way to establish a presence in the community.

2. Not integrating social media with your communications mix

Your organisation's communications efforts might include broadcast emails, direct mail, maybe newsletters or some other outreach.

These should not occur in a vacuum independently of your social media efforts. Consider them all part of the same overall strategy and make sure they tie together well.

3. Not integrating social media with your website

You've got a website with contact info and other useful resources for constituents, maybe photos, staff bios, programme descriptions, or donate now buttons for fundraising. Why not link to it from your social media posts?

Once you've engaged people, send them to your website to mobilise them to give, volunteer or otherwise represent you and your cause.

4. You're not thinking about the channel you're using

Each social media channel is a little different, with unique rules, etiquette and protocol. It's important to recognise and abide by these rules.

Twitter posts should be succinct, but you can post a half-dozen times a day or more. It's a two-way conversation, and that means interacting with others, sharing links and resources, and giving credit where credit is due.

Facebook, on the other hand, gives you a chance to stretch your legs with longer posts and better photo galleries. However, followers expect fewer status up-dates – no more than two a day – and might find too many to be overwhelming. Don't confuse the two channels, and don't spam people by sending the same message on every tool without changing it to fit the medium.

5. Posting inconsistently

Posting too much or too little is not the only mistake you can make. You can also post unpredictably or inconsistently. Instead of waking up and posting six items first thing is the morning and nothing else the rest of the day, spread them out.

It's better to post twice a week over three weeks than six times the first week and then disappearing. People need to be reminded that you're there.

6. It's all about you – and you're not very interesting

Sure, you're an organisation, but organisations are groups of people, right? And let's face it, people find other people more interesting than organisations.

For starters, don't be afraid to show a little personality. Don't send out blanket news feeds or public relations material.

Put up photos and multimedia that can add depth and texture to your presence. Don't just promote your organisation without providing other value. And don't ask too much, or too often. If you want to reach humans with your posts, you need to post as a human.

7. Making it 'anti-social' media

Remember that it's a two-way conversation. Holding up your end of that conversation is critical if you want to attract, engage and maintain a following. Take advantage of what each channel has to offer.

Make sure you give credit to the people or organisation that provided them. Comment on other people's posts, and reply when they comment on yours. Answer any questions people ask.

Fail to do any of this and you're overlooking 50% of what the tool has to offer.

8. Posts are disconnected from your mission

Social media is about outreach, but it's an extension of your organisation – at least, it should be. What you're posting should be connected with your 'brand' or mission.

Stay on topic. Your mission is what attracted people to your organisation on social media in the first place, and it's what they're interested in.

9. Not respecting people's privacy

This should be common sense, but the truth is, the Internet makes it easy to cross

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With acknowledgement to
The NonProfit Times
www.nptimes.com
15 March 2012
Visit www.nptimes.com

Reserves on hand

Do you really need six month's of cash? Thomas A. McLaughlin reports.

'Have six months of cash on hand at all times' is one of the recommendations often invoked by well-meaning observers.

It's the holy grail of financial comfort for many non-profit managers, the metric that brings colour back to board members' white knuckles, the feel-good threshold for restful nights.

It might also be silly and non-productive.

Let's examine this supposed standard closely. To put it in numeric terms, if your non-profit has a yearly revenue base of R1 million, this "silver standard" would mean that you should have R500 000 in cash and cash equivalents at all times.

Of course, in some quarters the six-month standard gets reduced to three months. But whether it's three months or six, the fundamental question is still the same: Why?

Allowing for the fact that good ideas sometimes get turned into blanket recommendations that don't quite fit all situations, there must be some underlying rationale for this credible-sounding advice.

To flip the question around, let's start from zero to see how much cash the average organisation really needs.

It's a verbal version of the individualised calculations every organisation should make. In matters of a desirable cash balance, there's no substitute for old-fashioned, tailor-made number crunching.

Determining your cash needs

Start with the classic determinants of desirable cash balances – the value of the services you've already delivered but haven't yet billed. Add an amount to cover the average length of time it takes for your invoices to be prepared and then paid by outsiders, such as consumers or government entities.

This formula is sometimes known as the cash conversion cycle and it will vary depending on the diversification of your revenue streams. Fundraising, for instance, has its own very favourable cash flow characteristics that are different from earned income. But the concepts are always the same.

Logic and common sense would suggest that any non-profit would want to have enough cash on hand to cover a normal month's worth of expenses.

And since bad news happens regularly, one might want a cushion of an additional week or two. Even adding a fudge factor of another week, that's not close to three months. Since the concept is trying to reach six months, there must be some other needs for short-term cash that could get us close to the six-month standard.

Buying something big

Here's one concept: You're planning to buy something big, like a building. If you foresee this kind of purchase, you'll need a least your down payment plus cash for renovation, purchasing-related costs, and a host of small to medium sized deposits and advance fees, as well as costs so unexpected no one could possibly have anticipated them.

These will swell your cash account. But unless you're constantly buying and selling real estate, that amount will eventually go down, probably ending up close to the several weeks' mark described earlier.

Donations

Also a driver of cash, successful development campaigns can temporarily swell the cash flow. Eventually, however, these excess Rands should migrate toward acquiring an asset, increasing the endowment, or supporting programmes and so the cash peak is only temporary.

Acquiring an asset and raising funds, then, are nothing more than causes of high cash balances, and only temporary ones at that. You still need to find an enduring reason to maintain half a year's worth of expenses at all times.

One place to look for such a rationale is the for-profit sector, specifically publicly-held companies. Interestingly, investors and analysts of publicly-held companies see a large cash balance as a potential yellow flag. These seasoned observers interpret lots of extra cash in the petty cash drawer in three ways. Investors are always worried that a lot of cash beyond the amount required for operations is lazy money. You know that kind – sleeps late, plays video games all day, then asks what time dinner will be. When investors see what they think is lazy money, they punish the stock price.

The second reason for such a large company to have so much cash is because its executives feel more comfortable with the money parked on the sidelines. This is what is happening today, with many corporations

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With acknowledgement to **The NonProfit Times** 1 April 2012 Visit www.nptimes.com

Reserves on hand

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building up high levels of cash because they don't believe they'll be able to invest it safely and profitably in the larger economy. Here, investors reluctantly accept the analysis.

The third reason for public companies to hoard cash is because they expect to start buying other companies. This motivation is more common during times of heavy deal-making or a sharply rising economy, Needless to say, this is the rationale that investors prefer to hear. There is no non-profit equivalent of building up this kind of war chest because there is no need to purchase stock and assets in a merger.

And non-profits with substantial sums of unneeded cash can always wisely put the money into their endowment.

There are two final explanations for why six months of cash might be desirable.

One obvious reason why a nonprofit would need six months of cash – or any significant amount beyond routine needs – is to cope with volatility in its environment. Cash flow disruptions unfortunately can occur at any time and have become especially common as state and provincial governments struggle to right-size their finances.

During the past 24 months, several industrialised states have suspended cash payments on non-profit invoices due to budget crises. This situation alone might be driving up cash balances right now – for those non-profits that can find the cash – because state cutbacks in this and the next fiscal year may result in funding reductions. A high cash balance is desirable not because it will eliminate the problem, but because it can buy time to solve it. Under these circumstances, six months in cash on hand is neither silly nor counterproductive.

And six months in this situation is an arbitrary standard – why not eight or 12? Outside of tough times like these, however, most non-profits typically don't operate in highly volatile markets.

Which brings us to the final rationale for six months of cash. If non-profits operating under normal circumstances without planned major cash drains only need enough cash on hand to cover their routine operating expenses plus a little extra cushion, in whose interests would it be for a non-profit to carry such a high cash balance?

Answer: Any external party who has placed a large amount of money into the non-profit and has hopes of getting it back out. Translation: Lenders.

Lenders' primary self-interest lies in preserving their capital. The best way to do that is to manage the risks they take. What better way to manage the risk of not getting repaid than to ensure that the borrower has six months' worth of cash on hand at all times?

Cash on hand is a good thing. Too much of it is not. The trick lies in calculating the balance between the two. Manage your cash, don't let it manage you. The NonProfit Times

Thomas A. McLaughlin is the founder of the consulting firm McLaughlin & Associates and a faculty member at the Heller School for Social Policy and Management at Brandeis University in the USA. He is the author of Non-profit Mergers and Alliances (2nd edition), published by Wiley & Sons. ■

10 Things you're doing wrong with social media

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lines when it comes to people's privacy. Don't post photos of people or tag people in photos without their permission. This is especially true of children.

Get permission from their parents. Remember, too, that privacy doesn't apply just to photos. Before you post anything that mentions other people, think about what you're saying from their perspective.

10. Continuing to do things that aren't working

You should have some way to know whether what you're doing is working or not – in other words, you should be measuring your social media efforts. You need to have specific goals for your social media and a way of measuring to know whether you're meeting them or not.

If you don't adapt your efforts based on what you're learning, you're doomed to repeat your mistakes.

Rules are made to be broken. Social media has rules, both formal and informal, and following them can help you make the most of these sites.

Use common sense. Think about the practices that annoy you when other people or organisations do them, and think about those that you like. You're bound to make a few missteps. Everyone does. But with a little consideration and thought, you can learn from them and improve your organisation's message.

Chris Bernard is senior editor at Idealware, a non-profit technology organisation in Maine in the USA. ■

10 Creative ideas for board member fundraising

It's much easier and more cost-effective to retain an existing donor than to recruit a new one.

Just as board members' gifts provide an example for external donors to follow, their efforts to garner donations set the tone for an organisation's entire fundraising program. But it's important to be realistic when it comes to board member fundraising, says Jean Block, president of Jean Block Consulting Inc. (Albuquerque, NM).

"Board members simply don't want to bring a list of friends they can ask for money, so let's not go that route. Let's find some other ideas," she says.

Here, Block offers 10 non-solicitation ideas on how board members can assist fundraising efforts. They can:

1. Research their companies' giving programs. "Is there a matching program? Who makes the decisions? How do you get in contact with that person? When is the right time to ask? These are all valuable questions board members can answer for you," says Block.
2. Provide testimonials, sign cover letters, etc. "If a board member provides a prospect's name, he or she should always, always, always be a co-signer of the letter. The more personalised we can make an ask, the better."
3. Write personal appeal letters to names in their contact list. "Those letters are the ones that get opened. When the return address comes from someone I know, I will open the letter."
4. Take advantage of social media. "In boards I lead, I require board members to post something exciting and motivational about the organisation or the board at least once every month. Imagine how far that extends the reach of your organisation."
5. Write handwritten notes in the margin (or on Post-it ® notes) of annual appeal letters. "I've tested this time after time, and the response rate is always dramatically higher for the board member letters than the plain letters – dramatically higher."
6. Conduct a thank-you campaign. "Gather all your board members for a few hours one night and have them call to simply thank major donors and supporters. Their purpose isn't to solicit, and they couldn't take a pledge even if the person wanted to make one. But send an appeal letter a few weeks later and see what the response is."
7. Attend fundraising calls. "There's no reason board members can't or shouldn't come along with staff members on cultivation or solicitation visits."
8. Host a home or office party. "The level of directness in asking can vary according to the board member's comfort level, from a simple come-and-learn-about-our-organisation meeting to a full-fledged solicitation."
9. Underwrite the costs of an annual campaign including costs like printing, postage and event suppliers.
10. Serve on a major or planned gifts committee.

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The management and staff of Downes Murray International wish all readers a happy and peaceful Christmas, and a prosperous New Year!

"Reprinted with acknowledgement to ..."

Fundraising Forum prides itself on keeping South African fundraisers right up-to-date 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:

- **Successful Fund Raising**, PO Box 4528, Sioux City, Iowa, 51104, USA, (12 issues per annum $159) website: www.stevensoninc.com
- **The NonProfit Times**, 190 Tamarack Circle, Skillman, NJ08558, USA, ($129 per annum) website: www.nptimes.com
- **The Chronicle of Philanthropy**, PO Box 1989, Marion, Ohio, 43306, USA, (24 issues – per annum at $95) website: http://philanthropy.com
- **Successful Direct Mail, Telephone and Online Fundraising**. Subscribe for free at www.malwarwick.com/newsletter
- **Ahern E-News**. Subscribe for free at www.AhernComm.com

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