

FUNDRAISING FORUM™

Play 'show and tell' – for real

Take a leaf out of your preschool book and dazzle your donors with proof of how their gifts help you make a difference, writes Marisol Gutierrez.

It was always on Fridays. And always preceded by hours of hunting to help my Precious Darling find something special for 'show and tell' at school.

It was power hour for little people, really. Competition was fierce. Toys didn't cut it. Dinosaurs were dull. Sweets and cookies had been done to sugary death.

So we took the cat – bless her furry little heart. And so it came to pass that Precious Darling held his audience spellbound, and the kids were in wide-eyed awe. So was the cat.

The next week, we took the snake. His teacher had a private word with me after that. True story.

Viva vivid!

So, what does any of this have to do with fundraising? It has to do with mesmerising your donor audience, that's what. Call it storytelling, reporting or feedback, but the good old 'show and tell' premise remains valid.

Show your supporters – vividly – the impact of your work and spell out what their generosity has helped you achieve. This does three important things:

- 1) It validates the donor's decision to give to your non-profit in the first place;
- 2) It proves that another gift will also be put to good use; and
- 3) It fortifies the 'feel good factor' that's at the heart of individual giving.

Perhaps you've heard that one gift doesn't make a donor. It's the second and subsequent donations that convey true support. With over 130 000 registered not-for-profit organisations in South Africa – all wanting a bite out of the same, slim slice of donor pie – those that don't 'show and tell' will go hungry.

Proof of purchase

How do you know if your material is ticking the right boxes? Here's an easy-peasy way to assess your stuff – as simple as remembering the word DONOR. Critically look at your communication to see if it's:

- **D**onor-focused and demonstrates the results of what your work is achieving. Newsletters, especially, should be proof of purchase: what's been 'bought' thanks to the donor?
- **O**ngoing, because nobody likes to be contacted only when money is needed.

Keep your supporters informed, engaged, inspired.

- **N**uanced – try to avoid a one-size-fits-all approach. Strive to personalise and tailor as much as possible.
- **O**ffers opportunities to contact you, give again, share an opinion. Keep the door for further communication wide open.
- **R**eal and credible: ensure all claims are truthful and the facts are straight. It sounds basic, right? It is.

But often, in our pursuit of finding the next new shiny fundraising tool, it's the basics – like these – that take a back seat. Whether yours is a small, community-based not-for-profit organisation (NPO) or a giant with global reach, the foundation of effective donor communication is the same.

Part of the family

Remember to look beyond your planned communication cycle. There are dozens of opportunities to engage donors, draw them closer to your cause and make them feel part of your family.

In addition to tried and trusted engagement magnets such as tours of your facilities, field visits and invitations to events, consider these:

- **R**adio or TV interviews: notify your donors when media exposure, such as an interview with someone from your organisation, is planned.
- **S**end them clippings or links to articles that have been written by members of your organisation.
- **M**ake them aware of any policy, legislation or trend that is impacting your work. Keep it short and sweet – not technical or long-winded.
- **I**nvolve them! Have to think of a name for a campaign, new project, a building? Ask your donors for suggestions.

The key to accomplishing this is agility.

In an age of quick, low-cost ways to get in touch – such as SMS, social media and e-mail – it's easier than ever to keep donors in the loop. And by doing so, you remind them why they like supporting you!

Marisol Gutierrez is Communication and Partnerships Manager at Downes Murray International. She likes snakes but loves children and cats much, much more.

INSIDE INFORMATION

Turning the POPI Act into a benefit not a burden: the case of DMI	2
Philanthropy in focus	3
The five deadly sins of fundraising	4
Studies examine men vs. women in giving	5
That doesn't sound like me!	6
Visualising your major donor efforts: a simple fix	7
DMI can help	8

Turning the POPI Act into a benefit not a burden: the Case of Downes Murray International

We introduced the background to the Protection of Personal Information (POPI) Act, 2013, in the July 2015 edition of *Fundraising Forum*. In this issue we're going to present a brief case study about how Downes Murray International (DMI) has approached its initiative to comply with the POPI Act.

Most of us would probably agree that the last thing most companies need, particularly when it comes to fundraising, is more red tape, complex rules and legal mumbo jumbo.

When the news came out in late 2013 that President Jacob Zuma had just signed into law the POPI Act (the longest piece of legislation to bear his signature to date), many of our readers, like DMI at first take, probably rolled their eyes, sighed and wondered 'whatever next?' But when the DMI management team considered the POPI Act more carefully, the picture changed very quickly.

'We realised that this new legislation could actually help and not hinder us in the work we do,' says Jenni McLeod, Director at DMI. 'We saw that not only did the POPI Act bring clarity to a number of previously hazy issues, but in giving us and our clients a chance to address the privacy concerns of many of our international donors, compliance with the POPI Act could quickly be turned into a benefit not a burden.' By demonstrating the ability to match international practice in data protection, DMI could win the respect and confidence of South African and global stakeholders. To achieve these benefits would, however, require some time, effort and a degree of financial commitment.

Getting the POPI wheels turning

During 2014, the DMI management team watched international developments and the growing concerns over the increasing number of data breaches (incidents where data privacy measures were unsuccessful and were becoming regular headline news). After careful consideration DMI turned to one of its long-term trusted advisors for their support. 'We have worked closely with Grant Thornton over many years and knew we could rely on them for good advice,' said McLeod. After a number of initial discussions to understand what would be involved, an agreement was reached in early 2015 to formalise a project approach to preparing for compliance with the POPI Act.

'One of the first things we really got right was to involve the whole management team at DMI, and not to treat this just as an IT or legal issue,' she said. 'The early recognition of the importance of broad management buy-in was demonstrated by not only having the various

operational areas of the business involved in the initial project kick-off, but by ensuring that the various actions required were owned by the relevant management team members throughout the project.'

Making POPI compliance a reality

With the guidance provided by specialist consultants from Grant Thornton, the DMI project team, headed by Jared Collison, (DMI accountant), set to work. A formal project plan was developed, which included carrying out a number of assessments. 'The POPI project actually worked to our advantage from the outset, as the scope of work made us focus on a number of areas that needed our attention. These included

a comprehensive review of risks associated with managing all types of personal information,' he said 'The Grant Thornton team's knowledge, skills and experience gained on previous POPI compliance projects paid off handsomely for us, as we were guided every step of the way, speeding up the whole project and reducing the risks associated if we had tried a D-I-Y approach.'

'We knew DMI had the right approach,' says Michiel Jonker, Director: IT advisory of Grant Thornton Johannesburg when they understood that the project would help to position DMI to reap the benefits of their investment in terms of their market leadership, not just legislative compliance. We sometimes have to dissuade our clients from taking their risk profile beyond the acceptable by trying to ignore aspects of legislative compliance and good governance, rather to embrace change, as happened at DMI.' 'It was heartening to find when it came to the POPI awareness training sessions, that the level of the broader DMI team buy-in was as strong as that of their management colleagues,' adds Peter Tobin, lead Grant Thornton consultant on the project.

The road ahead

Whilst all involved agree there's work that remains to be done, as the impact of changes made are fully felt, the progress to date has met the expectations set at the outset of the project. 'We are confident we have positioned ourselves to not only comply internally, but are much better informed to discuss POPI issues with all our stakeholders,' says McLeod.

Dr Peter Tobin: Contact 083 922 3444 or email dr.peter.tobin@gmail.com ■



With acknowledgement to **Dr. Peter Tobin.**

On-target observations in brief

There's one attribute above all that fundraisers must cultivate, and that is being a good listener. It's not difficult, in theory. Just keep your mouth shut and your ears open.

www.thenonproffitimes.com

Fundraising is the gentle art of teaching the joy of giving.

Hank Rosso

Non-profits are stepping up their powerful analytical techniques to make smarter fundraising decisions and increase donations.

www.philanthropy.com

In good times and bad, we know that people give because you meet needs, not because you have needs.

Kay Sprinkel Grace

At its best, fundraising is fabulous. Anyone with eyes and imagination can see that. Individual donors give far and away the largest part of all voluntary income and, in this world of need, make deep and lasting differences in a wondrous array of ways.

Ken Burnett on

www.fundraising.co.uk

As always, older donors are better. But not as good as regular givers. But since regular giving only adds a bit onto the value of these donors (and should continue to do so) we like older ones anyway.

www.seantriner.com

Stewardship at its best engages donors with the impact and outcomes of their investments of time, wisdom, expertise, connections, and money.

Karen Osborne

If you want happiness for an hour, take a nap.

If you want happiness for a day, go fishing.

If you want happiness for a year, inherit a fortune.

If you want happiness for a lifetime, help somebody.

Chinese proverb



Educating future leaders

L launched in 2007, the **Maharishi Institute (MI)** – a registered **Section 18A charity** – combines **university education, vocational industry training, and employment all in one facility.**

MI assists young people from disadvantaged backgrounds to access and successfully complete an international university degree (via distance education) equivalent to a B.Comm in Business Administration, together with an 'industry vertical' qualification.

The qualification currently includes three years of work experience in IT, business process outsourcing services, nature conservation and sustainable living, entrepreneurship or advertising and communication while studying.

In addition to the provision of undergraduate business studies, MI offers a loving, supportive, and nurturing environment in which every student naturally rises to develop their full potential, through the use of

consciousness-based education.

This results in the development of today's leaders in all areas and sectors of South African business and government – ultimately leading to a values-based and prosperous South Africa. In addition, as a result of partnerships with many South African corporates, over 98% of the MI graduates are employed on graduation – or very soon thereafter.

Another key differentiator between MI and other educational institutions are two innovations known as 'Learn and Earn' and 'Pay it Forward'. 'Learn and Earn' is a unique 'self-funding' education model, which ensures that all students obtain work experience while they are studying – and at the same time can pay back some of the costs of their studies.

Through these mechanisms and others, the institute aims to move from being a charity to a self-sustainable organisation within the next few years.

MI's main focus is on developing 100 000 leaders for the future of South Africa. ■

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 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 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 for more information. ■

Non-profit fundraising may be rewarding, but it is also hard. Getting out there day after day to raise money for an organisation is vital but challenging work. That's why charities face the temptation to cut corners here and there as they make the fundraising rounds. This report by Joe Garecht.

The five deadly sins of fundraising

Here's a list of how otherwise strong and successful development operations fall into the five deadly sins of fundraising:

Sin 1: Failing to prioritise fundraising

For so many non-profits, the development office is a second-class citizen. Organisations that relegate fundraising to second-class status will never, ever reach their full potential. They are artificially limiting the amount of good they can do. Fundraising isn't just part of your work – it is central to your work.

Thriving non-profits prioritise fundraising, and they feel good about doing so. Remember, fundraising isn't evil. Neglecting your fundraising = neglecting your mission. And underinvesting in fundraising is the biggest fundraising mistake non-profits make.

Sin 2: Thinking small

Many non-profits that manage to avoid the first deadly sin fall victim to the second. Yes, they prioritise fundraising. Yes, they know development is important, and so they give it a seat at the table – a central role in carrying the non-profit forward. But they think way too small.

Charities have big missions and solve major problems for millions of people. Yet many of them think small when it comes to fundraising. You know you have found a small-thinking non-profit when you hear things like, "let's set a goal of raising 5% more this year than we did last year." Or, "we can only serve 20% of the homeless in the city this year. Next year, let's raise enough to serve 30%."

Remember, if you're going to be thinking anyway, you might as well think big. And, if your organisation is stuck in a fundraising rut, there are ways to break out of that plateau.

Sin 3: Taking the easy way

Organisations that take the easy way out are selling their missions short.

Taking the easy way with fundraising can take several different forms. For many non-profits, it means avoiding in-person asks and cultivation at all costs. These charities never ask in person when they could call or write an e-mail. They like events better than lunches with prospects, and they prefer direct mail and newsletters to events or phone calls. Other organisations take the easy way by always asking for too little. They want to make fundraising "easy".

Non-profits that take the easy way out perennially raise less than they otherwise could. These organisations need to understand that fundraising is hard. There is no "easy way" to become a thriving non-profit.

Sin 4: Strong arm fundraising

I am a big fan of building fundraising networks – cultivating and stewarding your

donors in such a way that they happily open up their own address book to help you find new prospects for your organisation.

Sadly, many non-profits misunderstand this concept. They forget that you always need to cultivate before you ask. Instead, they try to get their supporters and board to over use their contact lists, calling in favours and shaming people to give donations.

If your board and donors are shaming, forcing or cajoling people into giving, those people who give will be one-time donors. You will not grow a relationship with them, and they won't want to be part of your cultivation or stewardship funnels.

Remember, your goal is to maximise lifetime donor value, and in order to do that, you have to follow the formula: prospect, cultivate, then ask.

Sin 5: Failing to innovate

The fifth and final deadly sin of fundraising is a failure to innovate with your fundraising strategies and tactics.

Organisations that fail to innovate don't maximise revenue, and they often fall victim to sudden changes in their fundraising fortunes. One non-profit I know relied on a gala event for 50% of their annual fundraising goal. The local pro football team always served as the lead sponsor for their gala, and the players all came and donors came to the event to mingle with the players.

Then, the team changed owners. The first year, the new owner made a much smaller sponsorship gift, but still sent the players at the behest of the team's PR rep. The reduced donation hurt the organisation, but they still did all right because lots of people still bought tickets to the event.

The next year, the team dropped the sponsorship, and none of the players came. This killed the event. In just two years, the organisation lost over 30% of its annual operating revenue. All because they had rested on their laurels, and refused to innovate.

How does your non-profit stack up against the 5 deadly sins of fundraising? Which sins tempt your organisation? What can you do to get back on the straight and narrow?

www.thefundraisingauthority.com



Studies examine men vs. women in giving

New research by the Women's Philanthropy Institute at the Indiana University Lilly Family School of Philanthropy delves into how gender differences in income affect where couples give, their different motivations for giving, and who supports causes aimed at women and girls. Findings of the study were presented recently during the Women Moving Millions Summit in New York.

'Women and men both bring their own preferences, priorities and financial resources to a household, and they both influence the couple's charitable giving, but they affect it differently,' said Una Osili, Ph.D., director of research at the Lilly School.

Income plays a role in a couple's giving but an increase in the man's income tends to result in a greater likelihood of the couple giving to religious, youth, international and combined purposes organisations, and/or in giving larger amounts to those causes, according to the study. Combined purposes organisations can include United Way, United Jewish Appeal or Catholic Charities.

When the woman's income increases, the couple is more likely to give – and give a larger amount – to charities that provide basic human needs, such as the Salvation Army, American Red Cross or a homeless shelter.

Studies also found that 45% of all donors surveyed give specifically to causes that support women and girls. Half of women donors and some 40% of men donors give to causes that support women and girls.

Among high net-worth (HNW) households, gender differences appeared in lower priority motivations for giving but men and women shared the same top motivations for giving. Women are more likely to say that they give because of political or philosophical beliefs, because they serve on a board or volunteer for an organisation, and give spontaneously in response to a need. HNW households are those with \$250,000 or more in income and/or \$1 million or more in assets, not including their principal residence.

High net-worth households are much more likely to give to each charitable subsector, and give at much higher levels, than the general population. Among other findings in *Where Do Men and Women Give? Gender differences in the motivations and purposes for charitable giving*:

- HNW single women are more likely to give, and give to arts and the environment, while HNW single men are more likely to give, and give more to combination organisations, like United Way.

- HNW female-deciding households are more likely to give to youth and family services and religious causes; male-deciding households are associated with lower likelihood of giving to basic needs organisations, and give lower amounts to these organisations.
- Single women spread out their giving more than single men; however, HNW single women and men look very similar in terms of the concentration of their giving.

The effect of age and income on giving by singles was also examined in the white paper, *Do Women Give More? Findings from three unique data sets on charitable giving*. Consistent with prior research, single women are more likely to give to charity than single men, and also more likely to give higher amounts than single men.

Among the other findings:

- Women are more likely to give than their male counterparts across generations, although Gen-X tends to be the exception.
- Divorced/separated, never-married, and widowed women are more likely to give, and give higher amounts than their male counterparts, and among most men overall.
- As women's income rises, they become more likely to give to charity than their male counterparts; they also give, and give more, to secular causes than their male counterparts for the top 60% of income earners.
- Millennial, Boomer and older (Silent/Great generation) women are more likely to give in general and also to secular causes than their male counterparts.
- In a new finding, HNW single women and single men do not significantly differ in the incidence or amount of giving, either in total giving, or in giving to religious or secular causes.

The new study's results build on previous research by the Women's Philanthropic Institute, which found that:

- Single women are more likely to give to charity and give more than single men;
- Women tend to spread their giving across more organisations, while men concentrate their giving;
- Women are more likely to give to almost every charitable subsector, with few exceptions, such as sports and adult recreation.



Men Are From Mars, Women Are From Venus wasn't a best-selling book for nothing. Differences in gender abound in a variety of things – and charitable giving is no different.

With acknowledgement to **The NonProfit Times**
www.thenonproffitimes.com

The person you ask to sign your appeal may well wonder . . . 'Why does professional direct mail sound so strange?' The short answer is: it's got a job to do! Tom Ahern reports.

The doctor I interviewed for the hospital's next appeal was great. The doctor and I got into a discussion about recent neuroscience and how it bends behaviour. He uses neuroscientific tactics with his patients, to keep them on their medication. I use similar tactics with donor prospects, to gently guide them to give.

Still, my doctor's no direct mail expert. He can fix my broken heart, using video-assisted, minimally-invasive thoracic surgery. That's his training.

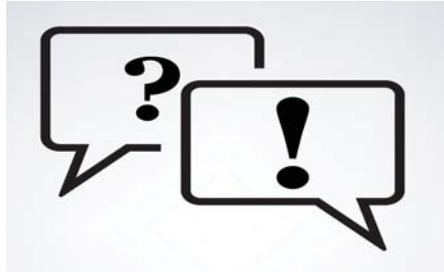
Can he raise money via correspondence? That is not his training. Yet I need him to sign my letter, a letter I wrote, to be sent out over his signature. Is there room for misunderstanding? Yes, there is.

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 letter signer 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 programmes. Insiders care about that stuff. Outsiders don't. 'Nobody is interested in what you do,' Stephen Pidgeon insists in his essential book, *How to Love Your Donors (To Death)*. 'Fundraisers love to describe their charity's wonderful work, the detail of what happens in the field or laboratory, what my small gift will buy if I donate, how their staff colleagues are organised to deliver the work, and so on. Nobody is interested in any of it; nobody is interested in what the charity does.'
- Good direct mail appeals have a few standard components. They always have 'entertainment value'. They have multiple requests for a gift. They have a conversational voice: the letter signer talks directly to the letter recipient. The pronouns 'I' and 'you' are common. The pronoun 'we' is rare.
- 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 #1. It's called 'donor-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 faintly as much money as sounding warm and welcoming. Read Jeff Brooks's brand new book to get the picture. You'll have no real defence against your overbearing boss unless you read somebody like Brooks.
- Or Dr. Adrian Sargeant. Researchers like 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. Who knows that from the seat of their pants? No one.
- Direct mail deeply respects reader convenience. Good direct mail is highly 'skimmable': short words, short sentences, short paragraphs.
- 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 English class. But the teacher-approved products of an English class fail miserably in the mailbox. I write my direct mail appeals at the 6th-7th Grade level, as scored in Microsoft Word on the Flesch-Kincaid scale. It's not 'dumbing down'. It's 'speeding up'. The lower the Grade level, the faster the read.
- 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.
- For the same reason, direct mail letters use devices like bullet lists and ultra-short paragraphs . . . because they make it easier to skim.
- Certain phrases, like 'tax-deductible' (which reminds readers that you're a true charity), are repeated often, so they won't be missed.

Visualising your major donor efforts: A simple fix

MAJOR
DONORS

The major donor gift cycle (the amount of time from first contact until you receive a cheque) is generally much longer than it is for smaller donors (for example, those who give online, through direct mail or to events), and thus the cultivation process must be carefully managed and maintained.

Because the major donor gift cycle is so long, your non-profit will generally have many contacts (or 'touches') with a prospective major donor before they give.

These touches, which constitute your cultivation funnel, will vary for every organisation, but generally include some mix of in-person meetings, donor communications (such as newsletters and mailings), non-ask events, and fundraising asks.

While the funnel will vary for each non-profit, your organisation should have a 'preferred' cultivation strategy . . . a basic path you want to walk prospects down, beginning with that first meeting, and ending with a gift. At any one time, your non-profit may have 10, 20, or 100 major donor prospects at various points on that path, and some that, for whatever reason, are being cultivated, but in a way that diverges from the 'standard strategy'. Which brings us to the point of this article . . .

Tracking the cultivation funnel

Far too many non-profits (of all sizes) don't effectively track who is in their cultivation funnel, and where each prospect is in relation to the overall path.

Sure, many non-profits track activity, or 'touches', in a donor database system, and sophisticated non-profits use move management systems to show what steps are next for each donor. But even at organisations using move management, the executive director, development staff, admin staff and board still spend far too much time discussing the funnel, asking where people are in the funnel, and trying to get a handle on where the overall major donor

programme stands.

I have found that there is a simple, inexpensive way to remedy this situation . . . a solution that borrows from political fundraising 'war rooms' and smart sales organisations in the for-profit world.

This quick fix is to erect a real-time, physical representation of your cultivation funnel, right in your non-profit office.

Such a representation could be as simple as a giant white board, with columns for each of your funnel steps.

For example, that may mean you have a column for 'first contact', another for 'meeting', another for 'follow-up call', one for 'non-ask event', and another for 'ask' . . . or whatever makes sense for your organisation.

As prospects enter, and move through your funnel, your development staff would mark the prospect's name down on the appropriate column, and move that person through the funnel, as various contacts or 'touches' are made.

More sophisticated organisations may go so far as to have an LCD screen in their development department, electronically tracking moves in the funnel.

No matter how you decide to visualise your funnel, you can still use your donor database or move management system to track your touches, contact information, pledges and gifts.

The visualisation system is not intended to replace those databases, but instead to offer an easy to understand graphical summary of your efforts.

I have found that organisations that visualise their major donor efforts through the above methods spend less time talking about donor cultivation, and more time trying to move donors to the next level of the funnel. These non-profits also have a better understanding of their cultivation path and the number of donors at each level, allowing them to work on problem areas and use resources wisely.

www.thefundraisingauthority.com ■

If your non-profit is targeting major donors (individual or corporate), you know that major donor fundraising takes patience, cultivation, and lots of prospects to eventually produce major gifts.



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Looking to beef up your fundraising?



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Downes Murray International has worked alongside South African and international non-profit organisations for more than 25 years, building fundraising capacity and helping charities to develop and implement sustainable funding and stewardship programmes.

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- **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>
- **Ahern E-News**. Subscribe for free at www.AhernComm.com
- **The Fundraising Authority**. Visit www.thefundraisingauthority.com

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DOWNES MURRAY
INTERNATIONAL

Downes Murray International (DMI) are fundraising specialists, working with charities and non-government organisations of all kinds, to increase their fundraising effectiveness.

DMI offers feasibility studies, strategic planning workshops, direct mail fundraising, mail/phone, corporate and capital fundraising campaigns, online fundraising and website design, church fundraising and bequest promotion programmes.

In addition, DMI has close links with a number of fundraising consultancies across the globe, and represents DVA Navion International Consultancy in Africa, enabling DMI to keep a finger on the pulse of international trends and techniques. For more information, contact us:

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