

# FUNDRAISING FORUM™

## Do you have a *Great* Fundraising Organisation?

What makes a *Great* Fundraising Organisation, and how do you know if your organisation is one, or on the way to becoming one? Howard Lake reports.

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**A** Great Fundraising Organisation (the capital letters matter) is one that achieves transformational and sustainable growth in giving, according to Alan Clayton of fundraising agency Revolutionise International.

It isn't something you do – following a range of fundraising tactics. It is “something that you are”.

The concept was inspired by the writings of Jim Collins on commercial organisations that had achieved greatness and which were built to last. Clayton identifies four criteria that define a Great Fundraising Organisation.

- **Growth in fundraised income** – transformational growth, typically 200-400% in the middle term, and sometimes more. This is growth on such a scale that it can have an impact on the organisation's ability to fulfil its mission.

- **Sustainable growth** – there are plenty of brilliant forms of fundraising, but they aren't all sustainable. A Great Fundraising Organisation achieves transformational growth and then sustains it at or above this new level.

- **Mission driven growth** – this isn't just smart tactical fundraising; it is growth in revenue and the number of donors.

- **Donor-centred growth** – Great Fundraising Organisations meet the needs of donors as well as service users or beneficiaries. They inspire a desire to give repeatedly, and donors' lives are enriched and fulfilled through their giving.

Revolutionise's notion of Great Fundraising is based on three pillars:

- academic research,
- action research on 350+ organisations who have implemented or are implementing the approach,
- and experience-based opinions from its consultants who have worked with these charities.

The academic research began with The Great Fundraising Report by Professors Adrian Sargeant and Jen Shang. They examined cases of two similar charities (in terms of size, income, and mission) where one grew slowly or not at all but the other grew successfully and at pace.

#### Key differences

What was the key difference? It was the internal behaviour of the successful organisation. The research concluded that the behaviours of these rapid growth fundraising organisations were

remarkably consistent, even across sizes, causes and countries. At their heart was simplification to reconnect with the organisation's purpose. Can you fit your charity's purpose on one slide?

Professor Sargeant said of Great Fundraising Organisations: “They re-connect with the vision, belief and passion which created the organisation.”

A clear purpose leads to pride, passion and then performance and profit. And it works in that order – not back to front, with a focus on the fundraising and tactics.

#### Simplification and reconnection

The research confirmed that Great Fundraising Organisations were all master-storytellers. Once you reconnect with the founding emotion, across an organisation, you can scale it: why save some children when you need to save them all? Simple emotion plus massive ambition underpin a Great Fundraising Organisation.

You'll have noticed that purpose, pride and passion are all emotions. Great Fundraising Organisations are those that have mastered emotional leadership.

#### Pride in fundraising

Nyasha Njela, Director, Southern Africa at Revolutionise adds: “Another hallmark of the Great Fundraising Organisation is that the whole organisation is proud of this achievement and status. How many other charities are as proud of their fundraising as they are of the organisation's charitable work?”

#### Growth can be repeated

The research found that Great Fundraising can be repeated. Looking back it became apparent that, whenever growth stopped or slowed, Great Fundraising Organisations, before the term was coined, managed to reconnect with the mission and simplicity, align the organisation with its messaging, and go again.

If your organisation has the ambition to become a Great Fundraising Organisation, you can start by exploring the original research and case studies, all available for free, on revolutionise.com.

*Howard Lake is the Director of Giving X Ltd, working on growing giving on a massive scale. A digital fundraising entrepreneur, he founded UK Fundraising (fundraising.co.uk) in 1994 and sold it successfully in 2022. Co-founder of GoodJobs, he also works with Revolutionise.*

# How to be a proactive fundraiser

I would go so far as to say that the non-profit fundraising world is plagued by passive, reactive fundraising. Which is one reason why fundraisers get so frustrated with their results and why non-profits are chronically underfunded. Joe Garecht reports.

**M**ost non-profit fundraisers are both passive and reactive in their fundraising. This means that they wait for things to happen and spend most of their time following up on opportunities rather than creating new ones.

That's why so many fundraisers mention the need for new donors at a board meeting, then wait for referrals that never come. They prefer to e-mail donors and wait for a response, rather than picking up the phone and making things happen. They would rather host an event and send out soft asks in the form of event invitations than sit down with donors face-to-face to make personal asks.

If you want to be successful – really successful – with your fundraising, you need to be a proactive fundraiser.

## Why most fundraisers are reactive

In my experience the main reason why so many fundraisers are reactive – rather than proactive – is because they are overwhelmed. At the average non-profit, there is so much to do and so little time. Fundraisers are asked to be strategists, writers, networkers and social media influencers. They are left with precious little time to do anything other than to send out mass communications and react to donors, prospects, and board members.

Most fundraisers are trying to do too many things, including low-ROI fundraising strategies that create lots of work but very little revenue. Because they don't have time to go out and build relationships, they "spray and pray," sending out invitations and e-mails and letters and posting on social media, hoping some people will respond.

There's a place for using mass communications in your fundraising, but many fundraisers focus on reactive fundraising rather than proactive fundraising. Instead of actively seeking out lapsed donors, wealth screening small donors to figure out who has major donor potential, and inviting online donors to connect offline, many fundraisers just send out another letter or e-mail and hope for the best.

## What does proactive fundraising look like?

The definition of proactive is "to create or control a situation by causing something to happen rather than responding to it after it has happened". Proactive



fundraising means going out and shaking the trees to build relationships and make asks. Proactive fundraising means focusing on networking, doing meetings, and picking up the phone to call donors. It means making things happen by finding creative ways to use your current resources to build your fundraising capacity, rather than sitting back and letting fundraising take its course.

As the definition implies, proactive fundraising means

causing fundraising to happen rather than waiting for fundraising to happen. Proactive fundraisers see themselves as fundraising entrepreneurs . . . people who make fundraising happen. They develop a strategy and take responsibility for implementing it, actively pushing to reach their goals and build out a strong fundraising programme.

## Every fundraiser can be a proactive fundraiser

It's easy to see how major gift officers and development directors can be proactive fundraisers. These fundraisers can attend networking events, visit donors at their offices, do cultivation lunches, and spend hours on the phone connecting with donors and prospects. But the truth is that every fundraiser can be a proactive fundraiser, no matter their role in the development office.

If you're a grantwriter, are you picking up the phone to call grant officers? Are you talking with other organisations to figure out where you can partner for larger grant opportunities? Are you making fundraising happen by asking board members and other donors to help you connect with new foundations?

If you're running the fundraising database, are you wealth screening your donors to look for upgrade opportunities? Are you keeping an eye on current donors so that you can run a reactivation campaign to bring lapsed donors back into the fold? Are you rewriting your thank you letter template every quarter to keep things interesting for your most active donors?

Every fundraiser can be a proactive fundraiser, if they take responsibility for making fundraising happen. What steps can you take this year to become a more proactive fundraiser for your non-profit?

Visit <https://garecht.com>

On-target observations in brief

Love is not patronizing and charity isn't about pity, it is about love. Charity and love are the same – with charity you give love, so don't just give money but reach out your hand instead.

**Mother Teresa**

Do not act as if you had ten thousand years to throw away. Death stands at your elbow. Be good for something while you live and it is in your power.

**Marcus Aurelius, Meditations**

Is your organisation crawling, walking, or running when it comes to integrated marketing and donor communications? And be honest, because knowing what level of complexity is realistic at the start will help build a stronger programme faster in the long run.

**Mal Warwick**

The path to financial security in the not-for-profit sector lies in the building of closer relationships with donors and gathering around you the largest possible number of people who will remain loyal friends to your organisation for all the right reasons.

**Terry Murray in**

**The Art of Asking + 60 more Fundraising Tips and Trends**

Leaders rely on others to fill in the blanks in their knowledge, but often leaders don't realise what they don't know. This can lead to a great deal of trouble.

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

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**

I expect to pass through life but once. If therefore, there be any kindness I can show, or any good thing I can do to any fellow being, let me do it now, and not defer or neglect it, as I shall not pass this way again

**William Penn**



## Helping deaf learners to shine

**F**ulton School for the Deaf is a public special School devoted to the education of Deaf and hard of hearing learners.

Excellent pre-primary, primary and high school education is provided for profoundly deaf and hearing impaired children. Since its inception in 1959, the School has earned a reputation for achieving high academic standards.

The School offers national curriculum-aligned classes, as well as Special Programmes for Deaf learners with additional barriers to learning.

Fulton is the oldest school for the Deaf in KwaZulu-Natal and has a proud history of achievement in their specialised educational field.

The School is situated in Gillitts (near Hillcrest, outside the city of Durban), KwaZulu-Natal, South Africa. Weekly boarding is available for scholars from the age of three years, where families live far afield and where daily transport to and from

school is impractical. Young boarders are housed in separate freestanding dwellings taking into account their age and gender.

As a public special school, Fulton School for the Deaf is partially assisted financially by the KZN Department of Education, but relies heavily on private funding to maintain the school property and ensure the best possible holistic education experience for learners.

A large number of currently enrolled learners come from severely disadvantaged backgrounds, with families often affected by ill-health, unemployment and the burden of caring for extended family on South African Social Security Agency grants. As a result, many are unable to pay all or part of the fees charged.

As its main drive to assist families with fee payment, the School runs a 'Sponsor-a-Child' programme, where sponsors contribute funds to fully or partially cover the fees of learners.

Visit <https://www.fulton.org.za>

## FUNDRAISING FORUM™

**F**undraising Forum is a regular newsletter dedicated to the enhancement of management, fundraising techniques and the promotion of community service, welfare and non-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 non-profit work. Visit [www.dmi.co.za](http://www.dmi.co.za) for more information.



**G**overnment Gazette 48104, issued on 24 February 2023, makes the expanded requirements for 18A receipts effective from 1 March 2023 (so, right away!), and all receipts issued from this date onwards must comply with the updated rules.

From 1 March 2023, an 18A receipt must, in addition to the details previously required, also include:

1. A unique receipt number
2. Donor:
  - Contact number
  - Email address
  - Income tax reference number (if available)
3. What kind of legal 'person' the donor is: NPC/human/(Pty) Ltd/CC/(Inc)/trust
4. If donor is a human being:
  - Identification type and country of issue (SA ID or passport and country)
  - ID or passport number
5. If donor is a legal entity:
  - Registration number of legal entity (CIPC/trust number)
  - If it has a trading name different from its registered name, the trading name

### Important note one

The Regulations specifically refer to 'all receipts issued' which means that, even if the receipts are issued for donations which have been received some time in the past, they must comply.

### Important note two

An 18A receipt need only be issued if the donor wants to claim a tax deduction. And this tax deduction can only be claimed within the South

African tax system. So 18A receipts are only needed by South African taxpayers.

### Important note three

SARS has not made the recording of the donor tax reference number mandatory. This is because:

- Submissions made to SARS indicated that organisations feared that the extra schlep of finding and filling in a tax reference number would disincentivise donations, especially for online 'quick click'/scan donations;
- SARS has the systems to find tax reference numbers based upon ID/other registration numbers, anyway.

We do still advise that the income tax reference number is collected, when possible.

For those looking for a handy resource, ngoLAW has created an updated blank-format 18A receipt for your use. You can download it [here](#).

*Nicole Copley is founder of ngoLAW, and is a Master Tax Practitioner and non-practising attorney with 30 years of experience in working for the NGO sector. She and her team co-create, register and renovate a broad range of NGOs. They enable appropriate and supportive governance, support NGOs in being sustainable, resilient and authentic and provide drafting, advice and compliance services.*

*Email enquiries@ngolawsa.co.za or visit <https://ngolawsa.co.za>.*

*Watch this space for advice on the new 18A Third Party SARS Returns.* ■



The tax benefits of Section 18A Certificates are often a big motivation for donors to support your cause. Here Nicole Copley tells you what donor information you need in order to issue valid certificates.

## Who needs to have an AGM?

**A**n annual general meeting (AGM) is a meeting of members or shareholders, and its usual function is to elect the board, hear the reports on the activities and plans of the organisation, and view the annual financial statements (AFS).

For a non-profit which has members, the AGM is a fundamental part of the governance routine allowing the members a regular opportunity to receive information, and to exercise their basic function of holding the board to account and electing board members.

For a non-profit which has no members (a trust or a no-members non-profit company (NPC)), an AGM is not required, as the board has no-one to report to.

For a voluntary association, which has to have members in order to exist as a legal structure, an AGM is certainly required.

For a with-members NPC, the provisions of the new Companies Act are somewhat confusing as:

- Section 61(7) makes an AGM mandatory only for public companies, and NPCs are not public companies under the new Act.
- However, with-members NPCs are required,

in terms of sections 30(1) and 30(3) of the Companies Act to present the AFS to an annual general meeting.

Our view is that the requirement that the AFS be presented at an AGM probably does make the AGM mandatory for all companies with members or shareholders or, at the very least, an annual effective engagement of some sort where all of the members are presented the AFS.

Also, for NPCs with members, the members should be gathered together (in a room or virtually) at least once a year to play their basic role of holding the directors to account. If this annual routine is not followed, then the board is in danger of forgetting who the members are, and the members themselves might think that their services are no longer required.

If it is worth having members, then one needs to keep them up to date and engaged. We too often see organisations which have neglected to follow the membership routines and the members drift away and cannot be called upon to play their role when needed.

*Reprinted with acknowledgement to <https://ngolawsa.co.za>.*

*Email enquiries@ngolawsa.co.za* ■

# Why is organic reach declining?

Over the past few months, I've read articles and answered questions from many people who are concerned about declines in organic reach for their Facebook Pages. Organic reach refers to how many people you can reach for free on Facebook by posting to your Page.

**M**y colleagues and I at Facebook understand that this has been a pain point for many businesses, and we're committed to helping you understand what's driving this change so your business can succeed on Facebook. To that end, today I'd like to answer some questions we've been hearing.

Why is organic reach declining? There are two main reasons.

The first reason involves a simple fact: More and more content is being created and shared every day. Today, thanks to devices like smartphones, many people can share this content with just a few swipes of the finger or taps of a button.

On average, there are 1 500 stories that could appear in a person's News Feed each time they log onto Facebook. For people with lots of friends and Page likes, as many as 15 000 potential stories could appear any time they log on.

As a result, competition in News Feed – the place on Facebook where people view content from their family and friends, as well as businesses – is increasing.

In addition to the growth in content, people are also liking more Pages. The total number of Pages liked by the typical Facebook user grew more than 50% last year. With each new Page like, competition in News Feed increases even further.

The second reason involves how News Feed works. Of the 1 500+ stories a person might see whenever they log onto Facebook, News Feed displays approximately 300. To choose which stories to show, News Feed ranks each possible story (from more to less important) by looking at thousands of factors relative to each person.

Over the past year, we've made some key changes to improve how News Feed chooses content:

- We've gotten better at showing high quality content
- And we've cleaned up News Feed spam

As a result of these changes, News Feed is becoming more engaging, even as the amount of content being shared on Facebook continues to grow.

Why not just show everything – every piece of content from every friend and Page – and let people decide what they want to see?

In our tests, we've always found that the News Feed ranking system offers people a better, more engaging experience on Facebook.

Is organic reach dropping because Facebook is trying to make

more money?

No. Our goal is always to provide the best experience for the people that use Facebook. We believe that delivering the best experiences for people also benefits the businesses that use Facebook. If people are more active and engaged with stories that appear in News Feed, they are also more likely to be active and engaged with content from businesses.

Ok, there's more content now. But what's the value of having more people like my Page? I paid good money for my fans on Facebook, and now I can't reach as many of them. Fans absolutely have value.

- Fans make your ads more effective. When an ad has social context — in other words, when a person sees their friend likes your business – your ads drive, on average, 50% more recall and 35% higher online sales lift.

- Fans also make the ads you run on Facebook more efficient in our ads auction.

- You can use insights about your fans to inform decisions about reaching your current and prospective customers.

- Fans can give your business credibility.

Fans may represent your best customers, but it's important to note that they don't represent all of your customers or potential customers. Fans can help you achieve your business objectives on Facebook, but having fans should not be thought of as an end unto itself.

## How to use Facebook for your business

Organic content still has value on Facebook, and Pages that publish great content can still reach people in News Feed. However, anticipating organic reach can be unpredictable, and having a piece of content 'go viral' rarely corresponds to a business's core goals.

Your business will see much greater value if you use Facebook to achieve specific business objectives, like driving in-store sales or boosting app downloads.

Like TV, search, newspapers, radio and virtually every other marketing platform, Facebook is far more effective when businesses use paid media to help meet their goals. Your business won't always appear on the first page of a search result unless you're paying to be part of that space. Similarly, paid media on Facebook allows businesses to reach broader audiences more predictably, and with much greater accuracy than organic content.

How do I know things won't keep changing?

We'll always innovate on behalf of the people who use Facebook. And we must be more transparent with and helpful to the businesses that market on Facebook. We're working hard to improve our communications about upcoming product changes. We're committed to helping your business grow and making sure you get the most from your investment in Facebook.

*This is an adaptation of an article written by Brian Boland, who leads the Ads Product Marketing team at Facebook. You can read the full article [here](#).*



# The best little phrase in any language: Thank you! Dankie! Siyabonga!

NURTURING

**T**imes are tough. Not only in our own little patch of the globe, but right round the world. Despite all the doom and gloom, life goes on. And we still have to raise money for the causes that serve life, in all its forms.

So it's not surprising that right now, fundraisers under pressure are looking at their programmes, and asking themselves how they can bring in more and spend less. At trustee, board and committee level, various strategies will be put up for consideration. But one of the most alarming of these is 'cutting back on the thanking programme to reduce costs'.

Big mistake!

To keep your fundraising alive, well and growing – at any time – you can never thank too many people too often. But it's in the tough times that thanking really comes into its own.

Why? Because tough times don't only affect non-profits. They also affect ordinary people – your donors – and often badly. So when they give to you during an economic downturn, they deserve to be thanked more, not less.

And the very worst thing you can do is not thank them at all. One of life's mysteries is why some nonprofit organisations feel so little responsibility towards their donors, and so little appreciation for their generosity, that they will treat them both insensitively and discourteously.

But one of life's joys is how others celebrate their donors' commitment by saying 'thank you', again and again and again, in the following ways:

- Never missing a single opportunity to thank.
- The thank you letter (not just a compliment slip or e-mail) mentions the amount of the donation and what it was given for.
- Once a year, sending an extra thank you to donors for their cumulative amount given.
- Using newsletter report-back articles to stress that success stories are thanks to the donor's involvement.
- Sending birthday/seasonal greetings as an extension to the thank you.
- Being extra sensitive towards small donors. For people who are elderly, on low or fixed incomes, giving means sacrifice, which should be acknowledged with great respect and appreciation. Property or possessions could make them a bequest prospect.

- Picking up on loneliness. A little caring attention by way of a reply to their letter means so much. A donor who has nobody to care about them, could well remember your organisation's kindness in his or her Will.

- Passing the test with big donors. Someone with a lot of money to give will often put a toe in the water first. How much follows, often hangs on the organisation's response.

- Picking up the telephone. Certainly, another cost. But the fact that you took the time and trouble to call in a special instance – this will be remembered.

- In response to a world or national event, sending out a 'thinking of you' mailing that doesn't ask for money.

- Apologising when necessary – and adding

One of the surest ways to ensure your fundraising programme's long-term success is to make sure you thank your donors – promptly, sincerely and often. Copywriter Denise Murray gives some tips on how you can enhance your thanking procedures.



specific or blanket thanks.

- Reading beyond the amount and thanking accordingly (e.g. – taking note that a one-off big donation perhaps comes from a windfall or a donor's savings).

- Finding ways to sing the donor's praises.

- Being open to giving back. (Encouraging donor visits, inviting them to special events, offering information, prayers or anything else that may be useful or helpful to donors.)

- Occasionally sending a small (inexpensive but meaningful) gift of appreciation.

- Finding, and using, ever new ways of saying 'thank you'!

Please, don't cut costs at the expense of saying 'thank you' because thanking always pays back. ■

# Make online giving quick and easy

**T**hanks to our digitised world, we apparently have an attention span of eight seconds – which is less than the goldfish's nine-second stretch! It's challenging enough to engage people with fleeting interest – so let's ensure that these efforts aren't wasted by dysfunctional donation pages.

You may have invested heavily and ensured that your site has fantastic images, intuitive design, great stories and, of course, shows the impact of your valuable work.

But what happens when people click on your 'Donate' button?

That is assuming, of course, that this all-important button appears prominently on every page – which it should.

Is the potential donor confronted by a wall of text and banking details? Perhaps a wish list of things that are needed?

Confusing information? Unfortunately, these types of pages do little to inspire giving.

They can make it seem like giving a gift will take too much time or be a painful process – or both.

Where to start?

To plan the ideal donation page and process on your website, consider these top tips:

1. Place a 'donate' button in a prominent position on every page.
2. Include a giving motivator/call to

action on the donate page.

3. Within the body – or at the end – of inspiring stories about your work, include a link straight to your donate page.

4. Ensure that your donate page also looks and feels like your NPO, not another site. Branding needs to be consistent.

5. Ensure your donate page looks as great – and works as well – on mobile.

6. Images or examples of what specific gift amounts can make possible are motivational – but ensure that they are credible.

7. Offer various donate options: credit card, debit order, EFT.

8. Ensure immediate acknowledgement.

9. Acknowledgement of a gift is not necessarily equal to a thank you. Ensure that the donor receives a proper thank you letter or email that is appropriate for the amount of the gift.

10. What about asking the donor to opt in for news from you in future?

If your donate page communicates as well as the rest of your website; if it is easy to navigate, easy to understand and makes it seem simple to donate, you're on the right track.

DMI offers website audits to non-profit organisations, which include recommendations for improvements where necessary.

Call us on 031 584 5000

## Monthly donors: the holy grail of fundraising

**C**orporate and institutional support has dwindled for many NPOs, shrinking their donor funding pool, which accounts for the surge of interest in individual giving. The 'ordinary' person has become an extraordinary catch.

We invest heavily in getting new blood on board, seeking out new monthly donors in shopping malls through face-to-face, via email, snail mail and telephone fundraising acquisition methods, through social media and peer-to-peer campaigns – as we should, if attrition rates are to be managed and donor pools kept filled to the brim.

The question is, what happens to our monthly donors once we have them? Do they receive the same – if not better – care and attention as they did before they signed up?

We'd all agree that this is how it should be. Of course... except that often, it's not. Why?

Typically, because budget, time and energy are all devoted to donor acquisition – with relatively little dedicated to donor stewardship. It makes no sense – especially when one considers that acquiring new donors is an expensive exercise.

An acquisition drive surely cannot be considered sound without the inclusion of a stewardship strategy.

It's the nurturing and stewarding of donors that builds community and loyalty.

Treat monthly donors as the special supporters that they are. There are dozens of

ways to recognise individual supporters – and not all of them require big budgets. It's often the simplest of acts that are valued and mean the most.

Whether your NPO has five monthly donors or 5 000, the principles remain the same. This is a stellar segment of your supporter base, and they can be shown what their ongoing support makes possible in a multitude of ways.

Provide frequent feedback through newsletters and updates, express gratitude, invite them to events that your NPO hosts or is attending, inform them if a staff member will be featured in the media, reach out to them appropriately on special days of the year, recognise their birthdays (remember those real cards in which you can write a personal message, put into an envelope and post?)... and occasionally, pick up the phone to remind them that they are your star supporters and you appreciate them.

That's right: Pick. Up. The. Phone. In an increasingly digitised, automated environment, speaking to a real person – hearing a real voice and not a recording – is fast becoming a novelty. Connect with your supporters and you deepen their connection to your cause.

Downes Murray International has a donor steward department which can help you to connect with your donors. If you need help looking after your donors, give us a call on 031 584 5000.

FUNDRAISING FORUM™ is edited by Richard Solomon and published by Downes Murray International. Views expressed are not necessarily those of the publisher.

## DOWNES MURRAY

INTERNATIONAL  
FUNDRAISING THOUGHT LEADERS

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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