

## Overseas speakers for DMI seminars

The SAIF Convention might be off for now, but local fundraisers will still have the opportunity to attend a stimulating and informative seminar, presented by *Downes Murray International* this August.

Delegates can look forward to a full day's programme – with two highly-rated and dynamic speakers from the UK, backed by presentations from local experts in direct mail, bequest promotion and donor nurturing.

Marc Nohr is a strategic marketer with a background in creative advertising. As Managing Director and Executive Creative Director of *Lion* (and its parent company the *Burnett Associates Group*), he has advised dozens of organisations (from Amnesty International, Greenpeace and UNICEF to the Zoological Society of London), as well as public service and political organisations from the BBC to the British Labour Party and our own ANC.

Marc serves on various industry councils in the UK and is Chairman of the UK Direct Marketing Awards.

David Ford of *Smee & Ford* – known throughout the British voluntary sector as 'The Legacy People' – has 27 years experience in creating and maintaining bequest campaigns, and training volunteers in face-to-face work. He has presented at every UK National Fundraising Convention, as well as nine International Fundraising Workshops.

Backing up the overseas speakers, and giving valuable insight into local conditions, will be presentations by South Africa's best-known fundraising expert, Terry Murray, who is President of *DVA Navion, South Africa*;

Jenni McLeod and Emmi Albers, the co-owners of *Downes Murray International*, and Sheila McCallum, Creative Director at DMI, and Yvonne Boden, partner in Garlick and Bousfield, one of South Africa's leading Law firms.

The Seminar will take place on Monday 20 August at the Sunnyside Park Hotel in Johannesburg, on Tuesday 21 August at The Vineyard Hotel in Cape Town, and on Wednesday 22 August at the Kwa Shukela Conference Centre, Mount Edgecombe.

For further details and application forms, please contact Karen at *Downes Murray International*, on tel. (031) 207-3755 or e-mail [karen@dmi.co.za](mailto:karen@dmi.co.za). ■



Marc Nohr



David Ford

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### Share your news

Do you have news or ideas which you'd like to share with others in the fundraising fraternity? If so, you are most welcome to 'paste' it on the DMI website.

Simply go to [www.dmi.co.za](http://www.dmi.co.za), click on 'DMI News' on the top bar, register, and post your news.

*Fundraising Forum* also welcomes letters to the editor, by e-mail, fax or post. See back page for address details.

## Virtual Volunteers

*American charities are finding new ways to let people do good works on-line.*

With 2001 being the *International Year of the Volunteer*, what better time for South African welfare organisations to consider a new idea that's working well in the United States: Internet volunteer opportunities?

Latasha Greer, a full-time graduate student at Columbia University, is one of 400 volunteers who exchange e-mail messages several times a week with New York high-school students – through a charity called iMentor – on topics such as career goals and college applications.

In addition to mentoring or tutoring students, thousands more on-line volunteers are providing friendship, advice and support to people in need – such as the aged, the disabled, and those affected by rare medical conditions.

*Best Buddies*, a Miami charity which provides help to people with mental disability, has found that its e-mail friendship programme not only encourages mentally handicapped people to develop computer skills, but also helps to break down the social isolation that many of them experience. ■

*With acknowledgement to  
The Chronicle of Philanthropy  
February 22, 2001*

# A Major Part of the Economy



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

**S**o you work in the Non-Profit sector and people you meet for the first time look at you a little strangely and say things like, ‘Well, I suppose it must have some compensations’, Or, ‘I would hate having to beg for money all the time.’ Even your friends sympathise with you over your pathetically low salary and make condescending remarks like, ‘Well, at least you don’t have to work long hours and you know you’ll never get fired.’

Well – take heart – because you are actually working in a vitally important industry that is one of the country’s largest employers and which contributes a significant percentage of the national income.

The non-profit sector in the USA has produced some startling statistics:

- \* There are more than 1 million Non-Profit organisations in the USA and more than 40 000 Charitable Foundations.
- \* 6% of all organisations in the United States are Non-Profits and the Non-Profit sector contributes 6% of the National Income.
- \* One in fifteen Americans works for a Non-Profit Organisation.
- \* An additional six million Americans work as volunteers (full time employee equivalent) in the Non-Profit sector.

Although I don’t believe that our volunteer percentages are as high as the United States and I don’t have the equivalent statistics for South Africa, I’m fairly certain that the Non-Profit sector here and in

most other developed countries is equally significant.

So, you’re working in a sector that is a major part of the economy – and we haven’t even touched on the fact that you are involved in an industry that provides for the health, welfare, environment, conservation, community development, job creation, education and training of the population.

The perception that fundraising is begging is one that will seemingly never go away and, sadly, it is even perpetuated by some people who are employed in the industry. I know I’ve said it many times before, but let me say it again: fundraising is not begging. Begging is asking for money or goods or help for yourself, fundraising is asking for all those things – but for others, for a worthy cause that you believe in. And that can never be begging. Quite the contrary – it can be one of the most satisfying and rewarding experiences when you use your communication and persuasive skills to convince someone to contribute to the very best of their ability. And the rewards for the fundraiser, which make up for often low salaries and poor working conditions, are twofold. You’ve helped fulfil a need and you’ve opened the eyes of the donor

to their potential and ability to make a real difference.

So, what are you going to say the next time someone asks you what you do for a living? You are going to stand up straight, look them in the

eye and say, “I work in the Non-Profit sector of one of the biggest industries in the world – and my job is introducing people of wealth to causes of worth – and I love it!” ■

***‘... you are working in a vitally important industry that is one of the country’s largest employers ...’***

## Commercial Solicitors Keep Most of the Donations

**A**merican charities that use professional solicitors often do not receive much of the funds solicited on their behalf.

According to reports filed with New York’s state attorney general, commercial solicitors kept more than 70 percent of the money they raised to cover profits and expenses.

And reports filed with state regulators in Washington show that slightly less than half of the charitable donations raised by such solicitors ended up going to charities.

The figures in both reports cover in-state and nationwide fundraising campaigns, which raise money primarily through telemarketing. Campaigns run by professional solicitors

in New York raised \$194.1-million in 1999. Of that, \$55.3-million – or 28.5 percent – was turned over to the charities in whose names the campaigns were conducted. In Washington, professional solicitors reported raising about \$223-million, of which \$112-million was kept by the companies.

Total amounts raised and distributed by each company show that 26 of them passed on 20 percent or less of the donations they received to the charities that hired them. Four gave their nonprofit clients 10 percent or less and two companies in the New York report turned over less than 1 percent of what they raised to their clients. ■

**BEWARE**

*With acknowledgement to The Chronicle of Philanthropy, Vol. XIII No. 6*

# Milestone Thinking

*On-Target Observations in brief*

## On philanthropy

According to Chris Wilson, co-founder of *The Women's Foundation of Genesee Valley*, 'We can all be philanthropists, whether we have \$25 or \$25 million to give.

'The size of the gift isn't what makes you a philanthropist, it's your attitude and values.'

*With acknowledgement to  
Fund Raising Management  
March 2000*

## Get Passionate!

Sometimes development staff get so caught up in the 'means' of the work that they lose sight of the 'end'.

To keep the 'end' in mind, spend some time every now and then familiarising yourself with the lives of those being served by your cause. Your exposure to them will provide the passion that is so important in raising funds.

The more passionate you are about the urgency for raising funds, the more enthused donors and prospects will become about giving generously.

*With acknowledgement to  
Successful Fund Raising  
Feb 2001*

## When a prospect shows up unexpectedly ...

- Give a walking tour of your facilities or a more focused tour of a particular department.
- Meet in your office or conference room and ask for his/her advice on one of your current projects.
- Review a menu of your organisation's volunteer opportunities and invite him/her to become more involved in some meaningful capacity.

*With acknowledgement to  
Successful Fund Raising  
Feb 2001*

## Ask often

Most direct mail donors give based on how much they can afford to give at any one time, not on how much they give during the course of a year.

*With acknowledgement to  
Successful Fund Raising  
Nov 2000*



## Free to roam

**P**rior to 1996, up to 500 elephants were culled every year in the Kruger National Park, as a conservation management strategy aimed at restricting the elephant population to a level which could be sustained by the available vegetation.

However, a moratorium on culling has been in place since then, and numbers have increased to the extent that there is concern about the long-term sustainability of vegetation in the park.

Now plans are well underway to add a million hectares to the range of the Kruger Park elephants – by opening up a 'corridor' between the northern boundary of the park and the Gonarezhou National Park in Zimbabwe, and a further link with Mozambique's Coutada 16 region in the east.

The resulting conservation area – the GKG Transfrontier Park – will be a 35 000 square kilometre game reserve, across three countries, allowing free movement of wildlife.

To hasten the migration process, South African National Parks, the Peace Parks Foundation and WWF are joining forces to translocate 1 000 elephants to the newly protected Mozambique side of the park. Clearly this will involve huge costs and WWF-SA will also launch a fundraising drive for elephant conservation.

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

*Secure future ... thanks to the increased safe range provided by the development of the GKG Transfrontier Park.*

## 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 DMI staff, there are extracts from worldwide fundraising publications which are reprinted with acknowledgement to the publishers.

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

# South Africa shows the way

*Far from lagging behind European fundraising programmes, those in South Africa are proving to be equally, if not more, successful.*



**A**t the annual *SOS Kinderdorf International* marketing workshop, which took place in Paris at the end of March, *Downes Murray International* was proud to be invited to present details of the successful fundraising programme which we developed for *SOS Children's Villages South Africa*.

Thirty representatives of this international children's organisation, from fourteen different European countries, attended the three-day workshop – but South Africa and France were the only two countries asked to share their successes for the benefit of the group.

Terry Murray, who made the presentation on behalf of DMI, said that it was a real feather in the cap of a South African consultancy – because, despite our severely limited prospect base (only 5% of the total population have sufficient disposable income to support charitable donations), the fundraising programme we created and manage for *SOS Children's Villages* is doing considerably better than those running in several of the developed countries in Europe, which boast donor bases numbering in the region of about 4 million individuals.

In just 8 years, DMI built a donor base for the local organisation from scratch to over 100 000. Over the same period, income grew by an unprecedented 625%.

Contributing to this success were the following factors:

- an appropriate creative strategy, employing effective premiums;
- the client's willingness to invest in donor acquisition, by allocating a 'rolling budget' for the purpose;
- on-going testing of the creative and lists to improve results;
- the promotion of monthly giving – which



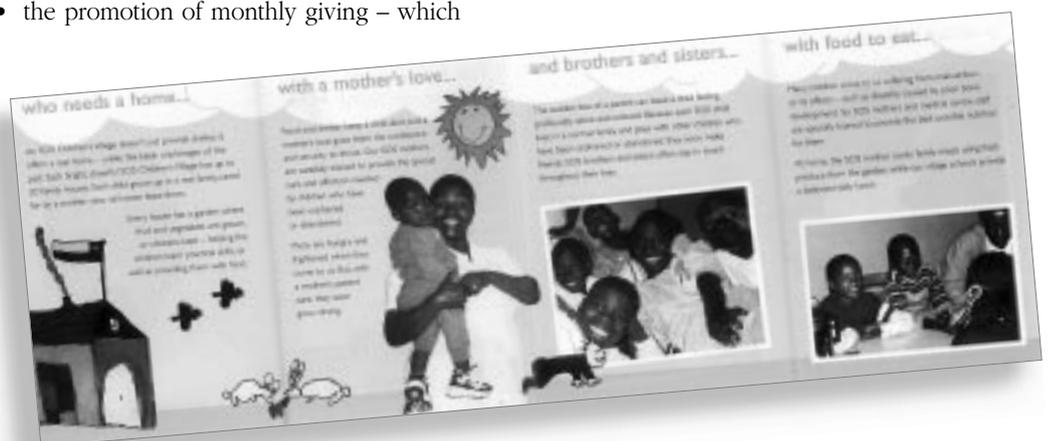
has resulted in 6 000 current monthly debit order or credit card donors;

- 'bounce-back' gifts, actively promoted in thank you letters and newsletters;
- list segmentation, e.g. different messages for active/inactive/lapsed/monthly/ major donors and bequest prospects;
- effective donor nurturing, by means of newsletters, thank you letters, Christmas cards and other recognition items and invitations to visit the Villages;
- bequest promotion.

Murray gave credit to the executive staff of *SOS Children's Villages South Africa*, for their commitment to investing in acquisition, their faith in the process and the consultants and for their patience in waiting for results of test mailings.

Strategies for the future include multi-media approaches, magazine inserts and page advertisements and the development of on-line giving opportunities.

Apart from the opportunity to share DMI's successes, the Paris workshop provided valuable insight into fundraising developments in other countries, such as Norway, which has an innovative programme involving school children in the fundraising process. ■



# Working Together : Mergers make good sense

The past two decades have seen an unprecedented consolidation of business organisations, driven in large part through the desire to expand market share, take advantage of emerging technologies, create economies of scale, and increase profits. In pursuit of oneness, businesses are assimilating, standardising, and strengthening operations.

What lessons do these new business models offer non-profits? And, how does this move toward uniformity transfer to a sector of society where multiple spontaneous solutions to social problems have taken shape since our nation's founding? Where the largest share of our resources – individual donations – spring not from the desire to make a profit, but rather to champion a cause?

How does the non-profit sector, facing pressures to economise and eliminate unnecessary duplication, preserve the entrepreneurial spirit that spurs us to solve problems?

In a local community, a citizen may conceive of some need which is not being met. What does he do? He goes across the street and discusses it with his neighbour. Then what happens? A committee comes into existence and then the committee begins functioning on behalf of that need. All of this is done without reference to any bureaucrat. All of this is done by private citizens on their own initiative.

Americans are still forming associations to meet local needs, still experimenting with different approaches, still following their hearts to find new and inventive solutions to our most intractable problems. It's this richness of pluralism that has provided a strong foundation on which to build our charitable communities. The question, given the current push to be more effective in our charitable acts, is: At what cost to pluralism do we achieve greater efficiencies?

## Preserving the spirit of serving

Non-profits are under unprecedented scrutiny. The phenomenal growth in the sector alone is drawing attention. It's estimated that close to 30 000 non-profits are formed each year. Critics contend that there are too many organisations providing similar or identical services to too few clients at growing costs.

Board members – many of whom are experiencing downsizing and consolidation in their own professions – are pushing non-profits toward seeking the same economies of scale. Deluged with an ever increasing number of solicitations, donors are asking how their dollars are being used and to what measurable end.

Institutional funders, historically the source of seed monies that have helped fuel new charitable programs, are today interested in organisational effectiveness and gaining efficiencies across the sector.

Other pressures are driving non-profits toward collaboration and consolidation. One is competition from for-profits seeking a share of the funding traditionally available for charitable activities in health, social services, and education.

New information technologies are also affecting how non-profits operate. Access to information via the Internet is making charitable organisations more transparent. A growing number of Websites, including those posted by charities, are providing information about non-profit finances, activities, and achievements to prospective donors and collaborators.

It's this kind of competition for resources and the availability of expertise and technology that is inducing charities to cut administrative costs, improve efficiency, expand services, and form productive collaborations.

As frightening as the word 'merger' is to non-profit leadership, the act of joining like-minded missions can have its benefits. Non-profit consultant, professor, and contributing editor to *The Non-profit Times* Thomas McLaughlin enumerates several positives of consolidations and collaborations:

- Acquiring intangible assets (e.g. a prized board member)
- Acquiring tangible assets (e.g. a building)
- Creating more varied career options for employees
- Creating operational efficiencies
- Gaining greater visibility in the community
- Gaining market share
- Improving fundraising
- Improving prospects for a new service
- Increasing political clout
- Rejuvenating the organisation
- Reorganising more easily

Despite the financial and expansion pressures impinging on non-profits to band together, organisations have been slow to respond to the merger drumbeat. A report from the National Centre for Non-profit Boards (NCNB) suggested the roadblocks to restructuring are loss of independence, fear of the unknown, problems of turf and ego, costs and time, loss of organisational identity, and staff concerns about job security. ■

*The economic forces pushing businesses to merge are encircling our nation's charities as well. But before a one-size-fits-all model is adopted, it's time to ask: Is what's good for the profit goose necessarily good for the non-profit gander?*

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*With acknowledgement to  
Grassroots Fundraising  
Journal Sept 2000*

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# Apply the lessons of direct mail to the Internet

In the Internet age, many in the non-profit world have wondered whether direct mail – long a fundraising staple – is about to die.

But a new book *Direct Response Fund Raising: Mastering New Trends for Results* by Michael Johnson, a Canadian fundraising consultant and editor says that it's not an either/or proposition. While postal appeals may not be used in the volume they once were, many direct mail marketing principles will

continue to apply on-line and in other new technologies.

Postal appeals will never die out completely because they continue to be cost-effective.

But the Internet does have advantages, because it offers more multisensory, creative ways to tell personal stories.

Jason Potts, who oversees new-media projects at Burnett Associates,

a direct-marketing company in London, says that those capabilities, combined with the ease of experimentation and relatively low cost, give Internet marketing some advantages over traditional mail appeals.

The United Kingdom branch of the human-rights group Amnesty International capitalized on such differences when it posted three different appeals on its Website. The site was designed to figure out how advanced a user's Web browser was so it could provide the Web page that was most suitable for each user. The most sophisticated Web pages provided sound and animation to tell the true story of a woman who had been imprisoned and brutally tortured; simpler pages told personal stories and offered interactive quizzes about what people would do to protect their families if they were subjected to brutality.

Within six months, the site had recruited nearly 850 new members and received more than 100 donations, which Mr Potts says should be considered favourable compared to the amount of time it takes charities in Britain to obtain gifts using other solicitation techniques.

Mr Johnston says that the most successful

fundraisers will be those who integrate online and direct-mail approaches to reach older donors who are comfortable with postal appeals and younger donors who are interested in receiving information through the Internet.

'If you use the mail in conjunction with a CD-ROM in conjunction with a Website, you can raise more money and build better relationships,' he says.

#### Footnote:

*DMI is currently developing Web-based solutions for SA Non-profits which want to raise funds on-line.*



## 5 Tips for Successful Web Fundraising

aul Irving, owner of Insite Web Publishing in Portland, Oregon, gives 5 tips for making your website more attractive to on-line donors:

1. Watch how people use the site, then make changes based on that use. If people visit one page more than others, consider placing your 'Donate' button there.
2. Pay attention to security on the web. Make sure you have a secure system with SSL technology, a programme that takes credit cards and encrypts them.
3. State clearly who you are and what you're doing.
4. Keep the site up-to-date and the information timely. You are doing something every day – let your constituency know about it.
5. Keep the content relevant. Know who you are trying to attract and what their needs are.

*With acknowledgement to  
The Chronicle of  
Philanthropy,  
March 2001.*

*With acknowledgement to  
Successful Fundraising,  
March 2001.*

# Your greatest competition is not your competition

It happens so often – one children’s agency will compare themselves with another to highlight their own strong points. An environmental group will compare themselves to another environmental group. A church will compare themselves negatively to another church.

‘We just can’t achieve the campaign success of that church.’ This struggle against superiority or self-defeat can happen with any group – retirement home or theatre, hospital or university. No one is immune to the comparison trap; but the truth is that each entity is so unique that success or failure rests solely on an agency’s own performance.

The real challenge for an institution is to overcome the silent, invisible and insidious effects of indifference toward the cause. There is more than enough wealth available. No more than 2 percent of the country’s gross domestic product has ever been given away for philanthropic endeavors. The fundraiser’s assignment is to get their agency in front of the right people and offer the right message. With proper representation, an organisation’s name should become synonymous with character, competence and concern for people.

Myra had been a long-time supporter of her local hospital. She made many small, regular gifts over the years. She was an auxiliary volunteer and supported the hospital’s various fundraising ventures – runs, T-shirts sales, etc. It was not until her best friend, Bertha, was stricken with cancer that Myra realised the real importance of the hospital. She and Bertha had grown up together. They had been constant friends and companions, and had always been of great support and encouragement to one another.

When Bertha was diagnosed with breast cancer, Myra was devastated. She had lost her husband and the possibility of losing Bertha was more overwhelming than she could imagine.

Fortunately, Bertha’s treatment was successful and she is now in remission. Although relieved, Myra has not forgotten. She knows that without the

hospital’s medical and emotional care, others might not fare as well. She’s even made a gift of a half a million dollars to support applied research at her local hospital.

Myra’s need to give was based on love for her friend and her desire to see other people helped. No one needed to put down the competition to obtain this gift. In fact, that tactic would only have served to diminish Myra’s sense of admiration for their noble work.

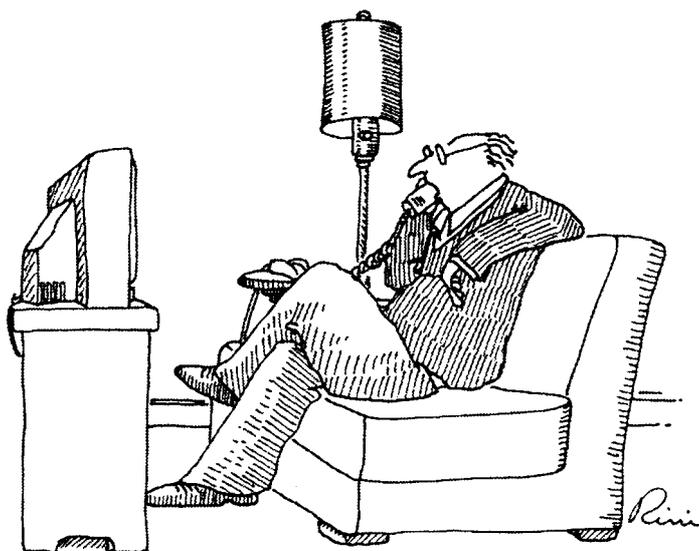
A fundraiser’s best choice is always to take the high ground. Philanthropy is no place for guerrilla warfare. True altruism will only flourish in an environment marked by integrity and a genuine concern for others. Fundraisers will be most effective when they are convinced of the organisation’s worth and its ability to improve the lives of others.

Each agency will have its own constituency. The goal is to identify these individuals and demonstrate the tremendous work being done.

No one can create or destroy an image for another agency. Every institution stands or falls on its own merit. Keep the focus on the agency’s positive contribution and steer clear of comparisons. ■

*The real challenge for an institution is to overcome the silent, invisible and insidious effects of indifference toward the cause. The fundraiser’s assignment is to get their agency in front of the right people and offer the right message. By Robert F Hartsook, JD EdD*

*With acknowledgement to Fund Raising Management, August 2000.*



*“According to the evening news, the world’s still a mess. What have you been doing with my donations?”*

# The world we work in

*Fundraising is often a difficult, frustrating occupation. But Sheila McCallum finds many compensations.*



Two weeks ago, a colleague and I were eating a meal of boerewors and chicken in a humble wooden home without running water or electricity, in the poverty-stricken area of Atlantis, outside Cape Town. Our task was to take a copy brief for an appeal to raise funds for development of this struggling farming community.

As we sat and listened to Koosie describing how he had cleared massive tree stumps by hand and dug his own well to bring water to his field of cabbages (half of which he gave away to his 'less fortunate' neighbours), I was reminded, once again, what a privilege it is to work in the non-profit sector, where one comes so frequently into contact with genuine heroes.

Later that evening, at a local youth club, we met Sophie – a teenager who has taken on the responsibility of raising her two younger siblings, after their mother died last year.

This entailed working as a farm labourer at first, to earn the money to pay their school fees.

Now here she stood, in a circle of similarly deprived young people, her voice raised in a joyful and passionate hymn of praise for God's goodness.

Sophie and Koosie, and the many other amazing people I have met during my twenty years in fundraising, are a true inspiration – an affirmation of the indomitable human spirit, which strives against all odds – poverty, disability, abuse, illness, age – to make the most of life.

And on the other side of the coin, are the people who help them.

People like Cynthia, an unemployed Khayelitsha woman who – with no facilities and precious little money – cares for thirty profoundly mentally handicapped children in a backyard shack, with no electricity or sanitation. Many of the kids have been permanently 'dumped' on her, but somehow she manages to feed them and there's no doubt she loves them.

I've also watched well-to-do women volunteer cheerfully for hour after hour of backbreaking, messy, smelly work – force-feeding oiled penguins with raw sardines; and I've met bright young people from Europe who've turned their backs on privilege and ease in order to travel to South Africa and devote their energy to upliftment

programmes for underprivileged communities.

Finally, there are the donors – that largely faceless mass of individuals who collectively fund the entire industry, often simply because they 'feel it's the right thing to do.' And, my personal favourites, the young school children who save their precious pocket money to give to someone else.

This is the humbling and inspiring world in which all of us 'in' fundraising work. Yes, our work is difficult and often frustrating, but I wouldn't change it. Would you? ■

## New faces at DMI



Sharon Lambert



Joanne Crawley

There's a new face and voice to greet you when you telephone or visit DMI – that of Joanne Crawley who has taken over reception duties from Shelley Gray.

Joanne, who is half Italian, has spent the past two years travelling the world – America, Hongkong and Australia being her favourite places. She is also a fearless scuba and sky diver who is more than capable of handling our front office!

Another new face at DMI is Sharon Lambert, a former primary school teacher who has found the transition to the corporate world exciting.

Sharon has spent the past three months getting to know all the various different aspects of our business, prior to commencing training as a copywriter and DTP operator in the creative department.

Like Joanne, Sharon has a passion for travel; she has 'done' most of Europe, including a memorable trip to Croatia – and she still plans to conquer Russia and the East, 'hopefully, without the backpack'. ■

*Fundraising Forum is edited by Sheila McCallum and Terry A Murray and published by Downes Murray International.*

## Downes Murray International

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

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

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