

Message for fundraisers is clear: adapt or die



Attending the 23rd International Fundraising Congress with more than 800 people from over 50 countries brought home the fact that on a global level, fundraising is extremely competitive. Downes Murray International client services director Emmi Albers reports ...

INSIDE INFORMATION

Running costs: An age-old problem.....	2
Philanthropy in focus	3
South African fundraising efforts on the right track	4
Thank you! Dankie! Siyabonga!	5
Close the gap!.....	6
Six new challenges facing direct mail fundraisers	7
Win or bin?	8

It hardly came as a surprise to hear that the USA fundraising market – the most advanced in the world – is saturated.

Or that a new charity is formed every 15 minutes of every day in the UK!

Because things are no different here in South Africa, where countless non-profits are fishing in the same pond for the same charitable Rand. Fundraisers are having a tough time keeping response rates up and costs/income ratios at an acceptable level.

Donors first

Presenters emphasised that we need new techniques to take our fundraising efforts into a new sphere. And while basic techniques haven't changed much in the past 20 years, there's a growing realisation that a radical change in attitude is needed if your organisation is going to stay ahead.

So what does this mean?

The fundamental problem is that most fundraisers think system – not supporter.

A shift in focus is essential – from what's easy for the organisation, to methods which satisfy donor needs, and which improve the relationship between the charity and its supporters.

Having a 'supporter first' mindset will take your fundraising programme to new heights.

However, a survey conducted by a UK agency revealed a surprising lack of the 'supporter first' mindset. Three major charities couldn't accept a donation over the phone. Some major charities took 28 days to get their thank you letter out. Only one organisation thanked within a week,

and two didn't bother.

The fact is that most charities don't know what motivates their supporters. They put their organisation before their supporters, and are more concerned with their brand values than their supporters' needs.

But on the up-side, organisations like Plan UK (www.plan-uk.org) – which offers donors the opportunity to sponsor children – have got it right.

PLAN has identified that most of their donors fall into one of five categories (which they call foster parents, pen friends, child supporters, willing wallets and benefactors). They've realised that each segment requires different levels of feedback, and communications are tailored to suit their donors' specific needs.

The National Society for the Prevention of Cruelty to Children (NSPCC – www.nspcc.org.za) has developed a 'donor first' system, where donors can even go online to check their donation history.

Don't blow it!

Nurture the relationship that your donor has shown they're interested in by doing things properly: thank immediately, communicate with donors in the way which they prefer, recognise their previous involvement and be sensitive to their needs.

Donors generally give for specific reasons and want recognition. They have entered a relationship with your organisation and need nurturing. You've worked hard at getting your mail programme fine-tuned. Don't blow it all by grabbing the money and forgetting that there's a person, with specific needs, behind the donation.

Special offer for Fundraising Forum readers

The publishers of *Successful Fund Raising* have dropped the prices of their highly recommended monthly publications and manuals, especially for *Forum* readers.

For a limited time, *Forum* readers can subscribe to the monthly newsletters *Successful Fund Raising* (always packed with useful tips and ideas), *The Major Gifts Report*, *The Volunteer Management Report*,

Special Events Galore! and *Nonprofit Communications Report*, at reduced rates.

Manuals on offer include *Successful Capital Campaigns: From Start to Finish*, *Fund Raising Basics*, *Fund Raising for Board Members & Volunteers*, *Best Ever Directory of Special Events* and many more.

To order, simply complete the order form in this issue, and return by fax or post. n

Running costs: an age-old problem

Ask any non-profit organisation what their biggest problem is and invariably the answer will be 'finding the money to fund our administration and running costs'.

The hard facts are that the average individual donor is motivated by an emotional desire to help the people who benefit from your work – and the average corporate or trust donor wants to fund a specific project.

So our 'ask' to donors usually excludes any reference to essential running costs.

None of this is helped by the organisations which claim that 'every cent you give goes to help the people we serve'.

This is, at best, bending the truth, for no organisation can survive without administrative costs. If these are being paid out of the income from existing investments, then those investments must have come from donor's money in

the first place.

This sort of claim is particularly harmful because it creates the impression that the organisation is somehow better or more efficient than others because it doesn't have any running costs! It's also harmful in that it suggests that there is no genuine need for proper administration and infrastructure to support non-profit programmes.

A much better approach is to sell the administrative and operating efficiency of your organisation to corporate and trust donors, and to build an administrative cost into all project funding proposals.

Business sense

Business people know that you can't run an efficient operation with no overhead costs or with poorly paid staff and outdated equipment – so why shouldn't they understand that this is equally true of the non-profit sector?

The other opportunity is to create a specific funding proposal based on providing the staff, equipment and training which you need to run more efficiently or perhaps to raise more money for your cause.

I recently experienced just this when we helped a client to produce an organisational chart and business plan to build a properly resourced development division.

This went forward as a proposal for a grant from an international funder. The funds

were granted for a three-year period with certain key measurement criteria to be reported on a regular basis.

Results are already proving successful and the organisation should be able to sustain the new infrastructure from just some of the extra funds raised over the three-year period.

Fortunately there are some corporate and trust donors who specifically fund capacity building and infrastructure. But these visionary funders are regrettably in the minority.

They deserve to receive greater publicity and acknowledgement for their lateral thinking. One way in which non-profits can grow this type of support is by telling everyone about the impact of these investment donations and the difference they're making to your work.

Endowment funds

The other ways to fund running costs are methods which have existed for decades – and are still not applied by all the organisations which could benefit from them.

I'm talking about direct mail fundraising and bequest promotion – ways of raising large sums of mostly un-earmarked funding.

Both are available to any organisation which can attract individual donors whose loyalty can be nurtured and grown over time.

How many times have you heard the cry 'if only we could build an endowment fund, we could use the investment income to pay for our running costs and never have to fundraise again?'

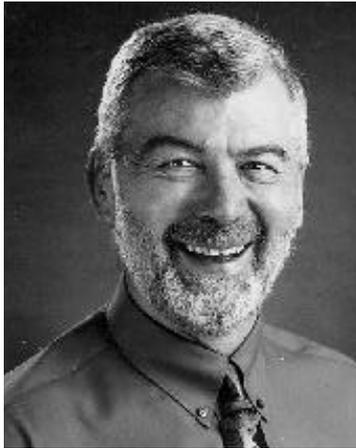
Of course the concept of never having

to fundraise again is 'pie in the sky', but an endowment fund to help cover running costs is a very real possibility. It takes dedication, time, initial investment and a leap of faith to begin both direct mail and bequest promotion.

But the investment is worthwhile, provided you have the right advice and expertise available. So there are a number of answers to the difficulties of funding your running costs and, as with most things in life, they require some dedicated effort.

But it's effort that's well worth investing – which brings to mind the quotation which a good friend uses to sign off all his e-mail messages: 'No great thing was ever wrought that did not overcome countless obstacles and endless irritation'.

Here's wishing you great success, fewer obstacles and far less irritation in the festive season and throughout the New Year.



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

'Fortunately there are some corporate and trust donors who specifically fund capacity building and infrastructure.'

Milestone Thinking

On-target observations in brief

You can achieve anything you want in life if you have the courage to dream it, the intelligence to make a realistic plan, and the will to see that plan through to the end.

Sidney A. Friedman

Planting is actually more than putting a seed in the ground; fundraising is more than asking people for money. First, you have to prepare the soil.

*With acknowledgement to
The Chronicle of Philanthropy
January 9, 2003*

As part of the selection criteria for your next premium offer, make sure the premium will help your donors make a statement about their support for you. Either consciously or subconsciously, donors are asking for these types of things because it helps them to communicate to the world what they value and believe are most important.

*With acknowledgement to
NonProfit Times
March 15, 2003*

It's important to emphasise how your organisation has a premier role in your particular realm of the non-profit universe. After all, if you're *not* the leader, the donor or prospect might be more inclined to search out the organisation that is.

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

Most writing today has a much less formal tone and more conversational feel than ever before. The idea is to communicate information, not to force the reader to head for the nearest dictionary or thesaurus to find out what you mean.

*With acknowledgement to
Successful Fund Raising
Special Report: Writing That Gets Results*

Send cultivations. Newsletters, e-mails and updates give your organisation the opportunity to validate donors' giving to you. A newsletter should have a reply device in it.

*With acknowledgement to
The NonProfit Times
September 15, 2003*



A place where every precious moment counts

Besides caring for the frail elderly, the Sisters of Nazareth, dedicated staff members, and wonderful volunteers open their arms every day to what some people may cruelly consider to be our country's 'untouchables' – HIV-positive babies and young children who have been orphaned or abandoned in the wake of the AIDS pandemic.

Nazareth House – whether its heart beats within the old stone building nestling under Table Mountain in Cape Town, or in the day care, hospice and outreach centre named Lizo Nobanda in the sprawling, poverty-stricken township of Khayelitsha – is a community of caring, steeped in humility and unconditional love.

Through giving shelter, nursing, schooling, acceptance, spiritual and emotional support, *Nazareth House's* mission is to provide quality of life, for however short or long that time may be, for each and every one in their care.

Nazareth House is a kaleidoscope of people from all walks of life, all working generously in their own varied and special way 'for life', in the midst of the heartache and loss that comes with premature death.

Above all, *Nazareth House* stands for faith, hope, and the joy of living in the precious moment. Because here, every single moment counts.

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

Nazareth House in Cape Town isn't just a place. For just over 100 years it's been, and continues to be, a philosophy – that every human being deserves to be loved and cared for at all times, with respect and compassion.

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 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.

n

South African fundraising efforts on the right track



Jenni McLeod recently attended the National Catholic Development Conference and, although sector-specific, it was a good indication of what's happening in fundraising in the United States.

The aftermath of the 9/11 terrorist attack and the recession was expected to bite into philanthropic contributions.

But statistics show that the total dollars donated in 2001 increased by 2%, and decreased by only 0,5% in 2002. Philanthropy is not only the domain of the wealthy and privileged – in fact, ordinary folk have huge hearts. These are the findings of Paul Schervish, a notable sociologist, who also mentioned that the major growth area is in bequests and deferred giving.

Catholic organisations in the United States are very aware of the competition for the charitable dollar and have made a point of analysing the potential donor and leadership bases available.

One of the big questions on their lips is 'where are the next generation of donors and leaders coming from?'. The average donor is older and generally female. There are more than 64 million Catholics in America and between 17 and 19 million of them attend church regularly.

New networks

Surveys of attitudes and behaviour have revealed that 77% of evangelical attendees give 5% of their income or more but the old structures of involvement (Catholic schools and parishes) are no longer the best way of influencing people – there are new networks. The challenge is to identify these new structures and to penetrate these networks.

Because of the competition, the level of sophistication in America is awesome. Not-for-profit organisations spend money on developing their brand, and brand identity. They constantly test various media for recruiting and nurturing donors. And never rest on their laurels once their programme is running! Test! Test! Test!

In general a large part of the presentations was centred on 'case histories', and to summarise the lessons learned reaffirms what Downes Murray International has been preaching in South Africa:

- Keep 'testing' – lists, offers, premiums.
- Know your donors.
- Make premiums appropriate.
- Second and third gifts are more vital than the cost-effectiveness of the first gift.
- Reactivate lapsed donors.
- Develop the relationships with donors so that they perpetuate their giving.
- Have bequest/legacy promotion programmes aimed at the older, loyal donors.

Premiums (gifts) form an integral part of

most mailings and can be defined in any of four categories, according to Peter Gwinn of Amergent – one of the most significant consultancies that were on display at the NCDC conference. They can be:

- (i) a 'commodity': a gift in appearance, utility and value;
- (ii) branded items: promoting the NGO;
- (iii) symbolic keepsakes: sincere mementos defining the emotional offer in the appeal copy; or in the case of Catholic organisations:
- (iv) outreach opportunities/spiritual outreach: seen as a one-to-one link which builds awareness and understanding.

In South Africa there is a heavy emphasis on 'commodity' type premiums and perhaps now is the time for the NGOs using direct mail as a medium, to branch out and be more innovative in this area. But, generally, South Africa is right up there with the best – we're not behind the times.

Online giving, in the Catholic sector, is only now forming part of the fundraising plan. It's being used as an adjunct to the direct mail appeals programme and response statistics were not freely available nor were specific details of the structure and content.

It appears that direct mail is still the most popular form of communication. And communication is the name of the game, with most organisations having some contact with their donors each month of the year, which is not the norm in South Africa. Make friends of your donors and they will remain loyal.

Bequests

On the bequest/deferred giving front, the USA offers a multitude of opportunities for structuring estates to take advantage of the tax concessions, and most of the presentations on the subject were very technical. The importance of developing sincere relationships with donors was highlighted as an essential ingredient for success. Charities now have nurturing programmes for donors as well as staff dedicated to this task.

There is also an exhibition associated with this conference which made interesting viewing. Many suppliers showed their products and, as with the presenters, were very happy to share information.

One thing was very clear: South African charities no longer have to stand in the shadows. Our local appeals and responses are comparable with the best on show at the NCDC.

The best little phrase in any language:

Thank you! Dankie! Siyabonga!

Times 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 its 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 non-profit 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) 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

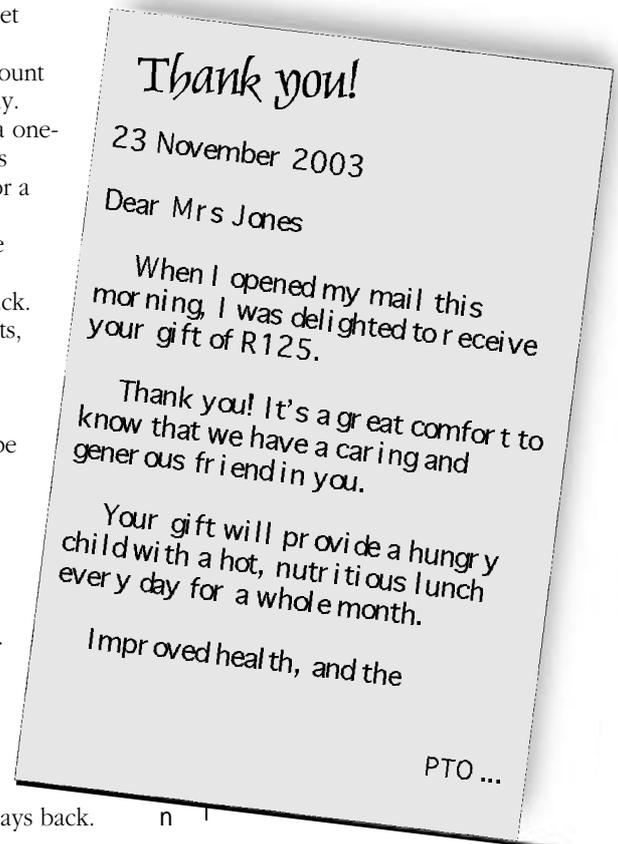
should be acknowledged with great respect and appreciation. Property or possessions could make them a bequest prospect.

- 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 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.



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.





Social analysts tell us the gap between rich and poor in South Africa is steadily widening. Sheila McCallum encounters the stark reality first-hand.

Close the gap!

About half an hour and 25 kilometres. That's all that separates two parallel but unconnected faces of South Africa. On a recent Wednesday

skeletal dogs. There is no electricity; water has to be collected from a communal tap; and the only sanitation is a row of malodorous portable toilets by the side of the road.

Rebecca is the antithesis of our country's wealthy, educated Internet users. She's a woman of exactly my own age, but with none of the privileges and opportunities I have enjoyed. She is bowed down by the weight of grinding poverty and ignorance.

No food

Rebecca and her husband share their small, dark shack, with no fewer than eight children – including several grandchildren, the orphaned twins of a neighbour who has died of AIDS, and a toddler described as a 'cousin'. Regardless of the exact relationship, Rebecca is, to all intents and purposes, 'mother' to the entire brood.

There is no food in the house, and none of the adults are working. Rebecca is not old enough to qualify for a government pension, and she cannot claim child care grants, because the children don't have birth certificates.

None of them is at school today – there is no soap to wash their uniforms and Rebecca refuses to send them to school in dirty clothes. One has the depressing suspicion that this is a regular occurrence, contributing to a repeating pattern of poorly educated people forever stuck in the cycle of poverty and hopelessness.

Use the Lotto millions!

So what's the answer?

Despite the incredibly small odds, millions of poverty-stricken South Africans continue to pin their hopes on the National Lottery. A win, quite literally, offers their only hope of escape, so it's hardly surprising to learn that last year, over R3,7 billion was spent on Lotto tickets.

Of grave concern is the fact that the majority of Lotto gamblers, when asked what they would have spent the money on if they hadn't bought a ticket, answer, 'food'.

Sure, this is a democratic country and people are at liberty to spend their money as they choose. But one can't help feeling the National Lottery is failing our most disadvantaged and marginalised people.

Right now, there is over R150 million lying idle in the Lotto coffers – money that cannot be spent because it was allocated to the now defunct government RDP.

Heaven knows, places like Kliptown could certainly do with a bit of reconstruction and development! Surely this money should be put to immediate use to provide facilities and relief for people like Rebecca? n

morning, I made the small leap across time and distance and ended the day with a growing conviction that urgent action needs to be taken.

The day began at Sandton's plush *Crowne Plaza Hotel*, where I had the privilege of attending a breakfast presentation by *M-Web's* Russell Yeo. Amid crisp white table linen and a surfeit of beautifully presented fresh fruits, eggs, bacon, toast and pastries, delegates heard about the latest trends in Internet usage in this country.

Who's using the Net?

According to Russell, 1,35 million South African adults regularly access the Internet at home or at the office.

Even though this represents less than 5% of the total population of our country, these people control about 40% of all discretionary income. Of particular interest to fundraisers is the fact that the fastest-growing segment of *M-Web* subscribers is the 55 to 70 age group, exploding the myth that older folk are clueless about the new technology.

Rich and educated

In fact, the PC is no longer the realm of the computer geek; Russell describes it as an 'appliance' – an increasingly useful tool we use to make life easier.

Like cell phones, computers are a great communication medium, allowing us to keep in touch with family members and friends around the world. They also offer a convenient way of doing our banking, booking travel, and ordering groceries, books and CDs without leaving our homes.

People with access to the Internet at home are a marketer's dream. Rich or educated – or both – the majority fall into LSM 9 and 10.

Antithesis

A short drive across Jo'burg and I'm right at the bottom of LSM 1. This is Kliptown, Soweto – a place where appliances of any description are out of the question.

This has to be one of the most depressing squatter camps in the country – a maze of narrow dirt lanes and tightly-packed, dilapidated shacks, teeming with dirty, ragged children and

Six new challenges facing direct mail fundraisers

Here are the six trends which Mal has identified as having the potential to shape the future of direct mail fundraising:

1. Coping with the competition

The competitive problems that confront us are far greater than simply a steadily mounting number of non-profits competing for gifts in the mail.

Too many non-profits have sound-alike missions, causing confusion among the public and distrust among donors. In part, this is the nature of the beast, because (in my opinion) there truly are too many non-profits pursuing similar missions.

In part, too, this is our fault, because we frequently fail to recognise and highlight what's truly unique about our organisations.

2. Dealing with donor demands

Everyone knows it: today's donors want more. But few mailers are keeping pace by giving them what they want.

In the United States today, the privacy movement is gaining momentum. We've already learned that donors must be given the option to remove themselves from list exchange and list rental arrangements.

But donors are also demanding choices. We've always viewed direct mail as a source of unrestricted gifts – but many donors, particularly at higher levels, seek opportunities to designate the use to which their gifts will be put.

Typically, they also want to know what results their gifts have produced.

But, apart from annual reports and an occasional pie chart, are we really giving our donors this sort of information? The answer is usually no.

3. Adjusting to the Internet era

In a world where Amazon.com's 'One-Click' ordering has become the standard by which the speed of customer service is measured, it's foolish indeed to think that non-profits can get away with thank yous that are mailed six weeks after gifts are received, or with letters or e-mails that go unanswered. Today's donors expect more – and they want it now.

Compounding this challenge is the proliferation of communications channels. As time goes on, we'll have to pay increasingly greater attention to the individual communication preferences of our donors.

4. Paving the way for bequests

Not every non-profit can hope to secure bequests. Perhaps there's some special reason why your organisation is not a candidate: it's too new, too small, or too shaky financially. But if those exceptions don't apply, you owe it to yourself and your colleagues to take a careful look at bequests.

The most effective bequest programmes begin with market research – asking your donors what they think about the idea and what might motivate them to act on it. If it's based on a solid understanding of donor attitudes, direct mail can be an effective way to promote bequests.

But here's a word to the wise. If you launch a programme to market legacies, don't call it 'planned giving', and don't muck it up with legalistic information about charitable trusts. Promote *bequests*, which account for more than four out of every five 'planned gifts'.

5. Dealing with donor attrition

It's not enough that typical acquisition rates continue to plummet, or that it's becoming harder and harder to persuade one-time donors to give a second gift. Now we have to deal with shrinking donorbases.

There's only one answer to this challenge: superlative donor care. The only antidote to donor alienation and detachment is to build genuinely strong relationships with donors – by thanking them promptly and warmly for every gift, by giving them options, by keeping them fully informed, and by doing something other than asking them for money every single time you get in touch!

Here's the key: ask not what your donors can do for you. Ask what you can do for your donors.

6. Gaining full value from your investment

'Branding' may be a buzzword now, but decades of commercial experience and a number of non-profit success stories illustrate its profound importance in laying the foundation for successful sales – or fundraising.

At a minimum, a non-profit branding programme is built on a clear understanding of donors' motivation and a well-conceived and well-managed multi-channel fundraising programme. Branding requires us to take the long view and never to lose sight of the fundamentals: acquisition cost and long-term value, the two most important numbers in fundraising.



In this unutterably complex, interdependent world we live in, it can be maddening to identify those trends that bear most directly on our work. Mal Warwick looks at six current trends he believes have the greatest potential – for ill or good – to shape our future in direct mail fundraising.

*Adapted from
Mal Warwick's Website
visit
www.malwarwick.com*

Pick of the current crop of fundraising ideas

Fresh from my 'in' tray comes a mailing from Woolworths, sealed in an envelope containing the message: *Photographs – do not bend*, which piqued my curiosity to the extent that I couldn't wait to rip it open. (First rule of direct mail marketing: get the envelope opened.)

Inside was a report back on the *My School* campaign, a customer loyalty programme which rewards the school of the customer's choice. It was encouraging to read that Woolworths had donated in excess of R1,5 million to schools throughout South Africa and the two case histories, supported by photographs, of children at the Fulton School for the Deaf, made the whole thing more believable and appealing.

Irresistible

Despite criticism of the copy and layout by most members of the panel, this mail pack from the *South African Guide-Dogs Association* was saved by the irresistible appeal of the dogs.

What a pity that the letter accompanying the brochure was so long-winded the type had to be squashed edge-to-edge, that the brochure was given a harsh, solid black background and that the response piece wasn't personalised and more user-friendly.

Clever

Placing an appeal featuring a shack alongside media partner's Pam Golding Properties' advertisement for luxury residences was the brainwave of Cape Town agency, Joe Public, for its pro bono client, *Habitat for Humanity*.

The ad described the Crossroads shack as a 'simple one-room home, boasting one window and overlooking passing highway, with rickety walls, no toilet, no running water and no electricity'.

The ad caused a stir among upmarket house hunters and even prompted foreign buyers to dig into their pockets. Proof that great fundraising ideas are more important than big budgets. n



Downes Murray International

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

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

Durban

Tel. (031) 207-3755

Johannesburg

Tel. (011) 787-4884

Cape Town

Tel. (021) 686-7090

Website

www.dmi.co.za

E-mail

dmi@iafrica.com

If you would like additional copies of *Fundraising Forum* or would like to add names to our mailing list please write to:

The Editor
Fundraising Forum
P O Box 3455
Durban
4000

e-mail: forum@dmi.co.za

The editors, contributing writers and publishers of *Fundraising Forum* wish all clients and friends a Merry Christmas and prosperous New Year.

