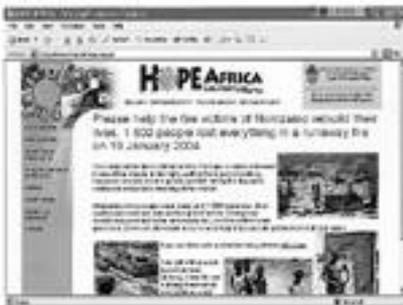


## Internet fundraising comes of age in South Africa



HOPE Africa posted news of the fire emergency on their home page.



The dedicated TAFTA Christmas micro-site

Like it or loathe it, there's no denying that the Internet is becoming a worthwhile addition to the fundraiser's arsenal. Although still a long way from challenging direct mail as the medium of choice for communicating with individual donors, e-mail and the Internet now account for a small, but growing sector.

HOPE Africa, a development agency working with disadvantaged communities in the Western Cape, set up a donor-focussed website with an online credit card giving facility over a year ago. Promoted only in newsletters to existing direct mail donors, the site nevertheless attracted a steady trickle of donations which more than covered its cost.

### Unexpected opportunity

However, in January this year, a sudden and unexpected opportunity arose to really harness the power and immediacy of the Internet. Four hundred shacks in the Nomzamo informal settlement burned down, and HOPE Africa needed to respond urgently to the needs of 1600 people who were left homeless.

The news was immediately posted on the website, and an appeal for donations e-mailed to donors who had previously given online. A direct mail shot was also sent out, which included the website address.

Within a week, 27.4% of the online donors had responded, with an average gift of R511,65. While this accounts for a fraction of what was raised through direct mail, the costs involved were negligible – offering an exciting glimpse of future

possibilities as more donors embrace the new technology.

TAFTA, the Association for the Aged, included a web-based component in their annual Christmas appeal for funds to provide needy old folk with a festive lunch.

### Dedicated microsite

A multi-media campaign – incorporating press, radio and online advertising, as well as traditional direct mail – was used to drive visitors to a dedicated microsite, where they could click and drag icons of elderly people to a festive table, and sponsor their meal through a secure credit card payment facility.

Although only a small percentage of donors used the facility, the campaign created a great deal of interest and positive feedback, and considerably boosted response to the direct mail.

In the final analysis, the Internet could clearly not be used as a stand-alone medium. However, the total amount raised increased by 22.8% over the previous year when only direct mail was used – even after all costs of site development, press, radio and online advertising were taken into consideration.

### Integrated approach

This result is very much in line with what Mal Warwick and other overseas fundraising experts have found: using an integrated approach – direct mail, e-mail, the Internet and telephone – produces a higher overall net income. Non-profits should not look at the Internet in isolation, but rather as an additional and fast-growing enhancement to the existing fundraising programme. n

## INSIDE INFORMATION

|   |   |
|---|---|
| How to fail at fundraising.....                         | 2 |
| Philanthropy in focus .....                             | 3 |
| Companies are giving .....                              | 4 |
| How to start a bequest programme from scratch .....     | 5 |
| Phonathon's success tied to four key factors .....      | 5 |
| Actions speak louder than words .....                   | 6 |
| Influencing others .....                                | 7 |
| Monthly giving programme improves donor retention ..... | 8 |

## Visit these hot websites for great ideas

[www.nwf.org](http://www.nwf.org) Stunning photographs of wildlife, information and some great interactive features make this one of the best sites on the web.

[www.careusa.org](http://www.careusa.org) Another interactive site with lots of news, projects and opportunities to get involved. CARE USA raised over US\$600 000 online in 2002.

# How to fail at fundraising

In a world filled with self-help books and advice on everything from getting your 'chakras' aligned, to 'why men don't listen and women can't read maps', I thought that readers might find it useful to look at fundraising from the aspect of how easy it is to fail (and of course, how doing the opposite will usually succeed).

So first off, here are 10 easy ways to fail at fundraising:

1. Believe that fundraising is begging – and that you're meant to go 'cap in hand' looking for a handout. (I was horrified to read in a local newspaper about a volunteer fundraiser being awarded the 'Beggar's Prize'!)
2. Never take professional advice – always believe that you know what'll work best, and that the fundraising consultants out there are only telling you to do things which will benefit them, and not your cause.
3. Hold fast to the rule that if you feel offended by some form of fundraising (direct mail or bequest promotion, for example) then every potential donor must feel the same way.
4. Know that large companies are all making vast sums of money and should be supporting your cause, purely because they have the money, and it's the right thing to do.
5. Try to get everything for free – advice, advertising, printing – and expect that everything you do get for nothing will be top quality, highly creative and delivered right on time.
6. Rely on 'special events' like gala balls, film and stage show premiéres, walking and running races to provide your main income.
7. Save money by not sending out 'thank you' letters, or by not promptly acknowledging donor queries, and especially not wasting money on a newsletter to grow relationships with donors.
8. Don't invest any money on building a fundraising programme, a donor base, or long term initiatives like bequest promotion, unless you'll get an immediate financial return.
9. Ignore financial influence when recruiting new board members, and never tell them what is expected of them (especially avoid the idea that they might donate or use their influence to get others to do so). Don't give them an orientation tour, and pretend you don't notice when they're not at meetings.

10. Never invite donors or potential donors to visit your organisation to see what you're doing.

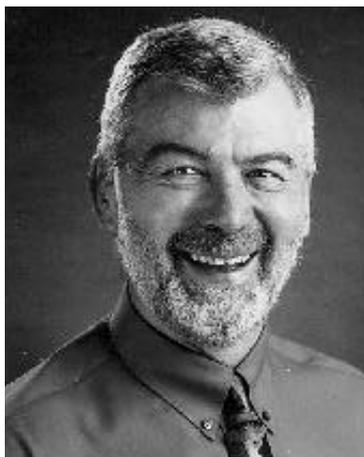
There – that's not difficult at all, is it? Just follow these 10 simple rules and you'll see your fundraising income rapidly disappearing down the drain!

But seriously, we all know that we (or our colleagues) are sometimes guilty of doing or thinking along the lines of one or more of these recipes for failure. And we sometimes need a little reminder that fundraising success is the reward for doing just the opposite!

## Recipes for success

Looking at the 10 opposites of these 'rules', here's a simple guide to fundraising success:

1. Take pride in what you do and know that you're asking, not for yourself, but for a good and worthwhile cause that deserves support. Your role is the conduit from donor to deserving recipient.
2. Listen to the advice of those who have been in this business for a long time and who can call on 'real life' experience from scores of different fundraising programmes.
3. Never presume to 'be the donor' and, based on your own prejudices, decide for them what will work and what won't.
4. Know that companies want to know 'what's in it for me?' and, before you approach them for money, first think about how donating to your cause will benefit their organisation.
5. Be prepared to pay for expert advice, publicity and supplies – and you'll get top quality, delivered on time – and not have to stand in line because yours is a 'freebie'.
6. Recognise special events as opportunities to publicise your cause and identify potential future donors – not as primary long-term income generators.
7. Know that prompt thanking and money spent treating your donors' needs with respect grows lasting relationships and income.
8. Be prepared to invest in building a comprehensive fundraising programme and realise that success doesn't happen overnight.
9. Recruit board members who are prepared to support you financially and be 'up-front' with them about what you hope to gain from their involvement.
10. Have a firmly established programme of regular 'Teas 'n Tours' to show potential and current supporters what you're doing. n



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

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***"Believe that fundraising is begging – and that you're meant to go 'cap in hand' looking for a handout"***

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# Milestone Thinking

*On-target observations in brief*

Improve branding and messaging. Brand gets your mission across. There's so much competition that you want your donors to know you're writing to them.

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

Don't underestimate the power of a 'P.S.' Sometimes that little note at the bottom of a letter is all that gets read. And it's most often the first message that gets read.

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

Perform an annual creative audit to view brand and message consistency, and package variety. Non-profits need to be consistent throughout their programmes to build awareness.

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

The secret to increasing the Internet's value may lie in better understanding what users look for when they interact online with charities.

*With acknowledgement to  
The Chronicle of Philanthropy  
June 12, 2003*

Building donor relationships also requires that fundraisers start with the donor's interests.

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

If you don't show gratitude for the gifts you get, you won't get as many in the future.

*With acknowledgement to  
Mal Warwick  
Visit [www.malwarwick.com](http://www.malwarwick.com)*

Add a response device to your acquisition welcome package. The hottest prospect is someone who just gave money.

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



## Caring for Cape Town's poorest people

**W**hether it's helping communities in times of crisis, giving families buckets of nutritious food at Christmas, or caring for the elderly in their Neighbourhood Old Age Homes (NOAH), Catholic Welfare and Development (CWD) is making life easier for many people who live on the fringes of Cape Town.

And when vulnerable women, men and children are threatened by the icy Cape winter, CWD is on hand to provide a hot meal, dry clothes, warm blankets and plastic sheeting for families who have lost their homes.

For many people in the townships, both young and old, CWD's WARMTH kitchens are their only hope of a daily meal – providing a bowl of nutritious soup or stew, and bread.

From their '5 in 6' community saving scheme, to their 'South African Solutions' programme which assists HIV/AIDS-infected mothers and children, and their Jobstart skills training project, CWD's work is firmly rooted within the communities where their help is most desperately needed.

Providing help, training and a hand up to those who are often overlooked by society, CWD is a beacon of hope in some of Cape Town's poorest communities.

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

*Giving joy – and a 'Bucket of Love' at Christmas – is just one of the ways in which Catholic Welfare and Development has been touching the lives of Cape Town's poorest communities since 1972.*

## 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.

# Companies are giving The key is knowing what to ask



*Gone are the days when corporates simply gave for the good of the community. Nowadays big business expects a return on their investments, as Matthew Sinclair reports.*

**W**ith the economy still in the doldrums and corporate profits middling at best, non-profits face limited funding prospects from the business sector.

But at the Association of Fundraising Professionals international conference in Toronto last year, M. Thomas Norwood, of the Davidson Consulting Group, offered some tips on finding gifts that are out there in his session *Corporate Major Gifts: An Oxymoron?*

'If you're counting on corporations for a successful capital campaign, you're barking up the wrong tree ... The days of corporations giving (to charity) just for the good of the community are long gone.'

He urged non-profits to keep perspective on corporate funding – about five percent of overall U.S. giving, according to the annual Giving U.S. study. It's still a significant amount, however, for entities that are not in the business of 'giving away' money.

## Connections

Developing relationships with businesses is definitely workable. Organisations should work harder to find connections with companies of all sizes, possibly starting with developing matching gift programmes, supporting a company's employees' charity of choice.

Corporate philanthropy includes expertise, products, sponsorships, volunteers and matching gifts. 'We don't do a good enough job researching (matching gift programmes),' he said. And universities might be able to find research and development support through corporate gifts.

Norwood presented a list of '10 realities of corporate funding', some of which by his own admission were statements of the obvious. They were:

- Corporations, unlike foundations, are not in business to give away money;
- Corporations give away a substantial amount of money;
- Corporate giving accounts for only five percent of overall U.S. giving;
- Corporate giving differs from individual giving;
- More non-profits are seeking corporate

donations than ever before;

- Corporate giving is affected by the business cycle;
- Contacts and relationships with senior executives matter;
- Corporate giving programmes are changing;
- The events of 9/11 (and after) have impacted corporate giving;
- A community-minded, older generation of corporate leaders is passing from the scene.

A key concept was that non-profits must understand corporations have inherently different philanthropic motivations than non-profits.

Corporations are looking for better return on investment with their charitable partnerships. 'It's not about branding, it's about how many more insurance policies (they can sell).'

Norwood further broke down where corporate philanthropic funding goes, saying that next to nothing goes to religion, though it remains the largest area of support from individuals. Education holds the lion's share of corporate support, estimating it at 65 – 75 percent. The remainder goes to health and human services, arts and other civic efforts.

Non-profits need to continue cultivating relationships with business executives – even if the return on their investment of time isn't immediate.

Organisations that address those realities must recognise the need to clarify their mission and case. They must also realise that corporate philanthropy is more than cash grants.

## Be prepared

Norwood urged organisations to be prepared for rigorous evaluations. He said he's stunned at how much corporate giving programmes have changed recently. There's a trend away from multi-year gifts, with corporations wanting to see results before approving second or third years of support on 'three-year funding'.

If nothing else, non-profits need to clarify their mission and case for funding. 'I can't emphasise that enough,' he said. 'Don't let corporate grants drive your mission. Let your mission drive corporate grants.'

# How to start a bequest programme from scratch

**W**hen development officers hear the word 'bequest', most cringe, says David R. Just, executive director of Wilderness Medical Society (Colorado Springs, U.S.).

'Inexperienced development officers think they need to know tax law and instructions for every bequest opportunity available, but they don't,' Just says.

'What they do need to do is identify a series of professionals (certified fund planners, certified professional advisors, estate planning attorneys, etc.) who can help them.

'As they attend conferences and seminars, they will learn more about the technical aspects of bequests, but the role of the fundraiser is to suggest the benefits of bequests to potential donors and to direct them to their estate planning attorney.'

The executive director launched Wilderness Medical Society's bequest programme with little knowledge of the details of bequests, but with a solid list of professionals willing to help.

When he hired bequest staff, he didn't look

for people with training or even an understanding of bequests. Instead, he looked for more 'human relations/sales people', he says. 'I looked for people with the right personality, with good interaction with people, and with the ability to work with professionals and old individuals. I can train them about bequests.'

## Relationships

The most important ingredient to a successful bequest programme, says Just, is the status of your relationships with potential donors: 'You're not going to be successful launching a bequest programme if you have no relationships with your potential donors. You first need to create a cultural climate to give.'

Once Just had his list of professionals, a bequest team, and solid relationships with potential bequestors, he simply started advertising bequests.

*Source: David R. Just, Executive Director, Wilderness Medical Society, Colorado Springs. E-mail: davidjust@wms.org*

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*With acknowledgement to  
Successful Fund Raising  
February 2004  
Volume XII, No. 2*

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# Phonathon's success tied to four key factors

**W**hat do you get when you combine hundreds of student volunteers, a room full of telephones, skilled training and unique incentives? A successful phonathon.

Each Autumn, Trinity University (San Antonio) raises hundreds of thousands of rands for scholarships and financial aid packages through its national phonathon.

This annual event has become so popular that more than 350 students volunteer to make calls during the 10-day drive.

How does the development staff account for such turnout? It is a combination of strength of message, active recruitment, proper training and enticing prizes, says Joyce Penland, director of development.

## The message

The phonathon raises more than \$325 000 in pledges each year. Since the funds go back to the students (more than 75 percent receive financial aid), students have a personal stake in the success of the drive. 'Students are motivated by that,' says Penland. 'They can speak about it personally.'

## Recruitment

Trinity has a comprehensive recruitment strategy for the phonathon. To enlist first year students, the development office sends a letter to their homes in early August. Previous volunteers are contacted through e-mail and a

letter at the beginning of the school year.

'Student ambassadors' also play an important role in recruiting callers. In addition to setting up recruitment stations in the library and dining hall, they also go door to door, enticing callers to sign up with homemade treats.

## Training

Students are required to attend an hour-long session before making calls. During that time, they view a PowerPoint presentation on proper calling techniques, and watch a returning volunteer make an actual, live call to a Trinity alumnus.

Training is highly interactive, says Penland. Volunteers continue to receive tips throughout the night as they make calls.

## Prizes

To reinforce training and reward their efforts, all callers are eligible to win prizes – everything from a free dental cleaning to dinner with the president of the university. Prizes increase in number and value throughout the night. The top five callers (those with the highest number of pledges and the most money raised) are eligible to win a grand prize of \$1000 (donated by an anonymous alumnus).

*Source: Joyce Penland, Director of Development, Trinity University. E-mail: jpenland@trinity.edu*

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*With acknowledgement to  
Successful Fund Raising  
January 2004  
Volume XII, No. 1*

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# Real motivation: Actions speak louder than words

*Susan J Ellis, president of Philadelphia based consulting firm Energize, knows that an appreciated volunteer is valuable to your organisation. Here are some ways to make your volunteers feel like they're part of your team ...*

**R**emember Fred Herzberg's famous study of employee motivation? He proved that what workers want most is to have attention paid to them by their bosses.

In a test putting two groups of people into identical work situations, productivity rose measurably in the group where the plant manager simply walked through the room a few times a day.

This has useful implications for the connection between the executives of an organisation and the volunteers who contribute their time and skills. As simple as it sounds, make it a point to be visible. Volunteers (and paid staff) feel valued by your presence, and all the more if you express interest in their work.

Never underestimate the value of a warm greeting. Genuine friendliness throughout the year has more lasting impact than any speech at a recognition dinner. If it's feasible, learn the names of regularly scheduled volunteers and make a point of dropping by to say hello.

Even better, occasionally join in with the work for a while, which might mean turning up in jeans and getting your hands dirty. It's amazing how much this sort of gesture is appreciated.

One executive director of a food bank tries to welcome every organised group to the facility at the start of their shift, especially if it is a one-time project. She asks the volunteer co-ordinator to give her a few details about the group so she can personalise the greeting.

Her rationale is that a few minutes of her time sets the tone for the project, demonstrates appreciation, and wins friends for the food bank over the long term.

## More motivating actions

There are other ways top managers can demonstrate support of volunteers as valued team members. Ideally, these actions should be integrated into leadership expectations.

Volunteers are part of the team, so it's reasonable to be as concerned with their continuing motivation as you are for your employees. It's often true that organisations that create welcoming environments for volunteers end up raising the morale of paid staff. They simply become nicer places in which to work.

You can build on the elementary concept of greeting volunteers casually by finding ways to ask their opinion or give input about something. Circulate brief surveys along with a note that says how much you value volunteers' perspectives.

Volunteers will also be proud to be agency ambassadors. Send a memo – from you as executive – explaining a new project, attaching

information about it. Ask volunteers to spread the news to others in the community.

Be sure to give volunteers tours of new units, answering their questions, and asking them to talk about it to their friends and families.

Require each department to include information on the contributions of volunteers in regular progress reports – apart from the information you may ask from the volunteer services department. This reporting expectation sends the message that volunteers are indeed integrated throughout the organisation.

Volunteers might be potential job applicants or donors, or they already give money. It might be possible to recruit for new volunteer assignments to help with the projects of other departments. When staff go out into the community, are they all carrying consistent messages about how the public can support the organisation? It's up to the executive to facilitate such cross-department interaction.

## The bottom line

Money talks, even when discussing volunteers. Volunteers are happy to give their time without remuneration and don't want expensive gifts. But they're quite aware of where they sit in the pecking order of budgeting. They resent watching the volunteer programme co-ordinator position cut back or eliminated, as if the organisation takes for granted that volunteers won't miss the support.

It's commonly accepted that reimbursing volunteers for out-of-pocket expenses is a good thing.

The good news is that it doesn't take much to show volunteers you care. A survey of volunteers in a large hospital in Australia revealed that, out of a list of 20 different thank-you gestures, the one that got the highest approval was a free refill of coffee in the cafeteria. It was the thought, the gesture of respect, that mattered.

Similarly, it's possible to cut the expensive recognition luncheon. Substitute it with a less expensive function, invite more people and have lots more fun. Formal events for volunteers can feel stilted and obligatory, which is the opposite of the tone you want to set.

Convey your appreciation with a genuine celebration, in which the interaction with others is more important than the menu.

And be sure to write your own speech if you are to say a few words. Because when the top executive is welcoming and authentic to volunteers, it takes far fewer words to produce loyalty and commitment. And, those words will never be mere lip service. n

It's more than a nudge and a wink:

# Influencing others

**F**undraisers can influence potential donors with the blink of an eye. Just ask Bernard Ross, director of the Management Centre, a consulting firm based in London.

Ross once coached a woman, who had scant time to ask for millions of dollars in a meeting with the Royal family of Saudi Arabia, to simply adjust her blink rate.

It's surprising that something that simple can impact conversations, but research has shown that body language is the most important mode of communication followed by tone and words. (A breakdown would be 55 percent body language, 38 percent tone, and seven percent words, Ross said.)

For instance, Europeans often think Americans are 'in-your-face' partly because Americans blink on average every 2,4 – 2,6 seconds and Europeans blink every 2,2 – 2,4 seconds, Ross said.

'To change someone's view of the world, you must first enter it,' he said.

During a laughter-filled session at an international fundraising conference, the irreverent Ross shared several tips that could help fundraisers ask 'fabulously wealthy people' for 'nose-bleeding' amounts of money.

'When you're fundraising, and you're trying to build rapport,' go into the meeting with a clear outcome, notice how people transmit information, and have the flexibility to be like other people, Ross said.

## Pace

One way is to match or pace during a conversation by noticing a person's head tilt, posture, expression, breathing, hand movements and voice, Ross said.

For instance, if you're a slow talker and the person you're talking with is a fast talker, quicken your pace. Ross recalled a situation when a train broke down in a bleak town after midnight. A fellow rider needed to get home.

Feeling a bit stressed, she approached a crewmember and talked frantically in an attempt to get help. The crewmember, who moved at a slower pace, seemed unwilling to do anything.

Ross walked over and slowed his talking speed to relate to the man. Within minutes the train worker called his supervisor, a taxi was sent to their location, and the woman had her ride home. 'This stuff just works,' Ross said.

Building donor relationships also requires that fundraisers start with the donor's interests, Ross said.

Talking about yourself and your organisation isn't a good start. Part of the problem is fundraisers are 'obsessed with themselves' and their 'crass and repetitive case statements', Ross said, half-joking.

## Concrete problems

A fundraiser can also improve the chances of scoring a donation by presenting potential donors with a concrete problem that their money can solve.

It may sound simple, but during Ross's talk, the crowd gave examples of what they thought were fundraising problems, ranging from a woman who needed to raise \$1 million for a neuroscience programme, to a group that needed \$20 000 for a programme information rollout.

'They're solutions,' Ross yelled. 'I asked you for problems, and you talked about solutions.'

Instead, fundraisers should talk about people they're trying to assist. Don't talk about an information programme, talk about how it will benefit people with a life-threatening disease, Ross said.

According to Ross, these are 'good' problems to present to donors:

- A people problem. 'If you're not talking about people, I wonder what you're trying to do.'
- A problem that connects emotionally with the donor.
- An urgent problem.
- A solvable problem. Make a person feel like they're giving something to solve a concrete, specific problem. 'Most people say that people give money to people. I think what fundraisers believe is that people give money to case statements.'
- A problem relevant to the donor.

Of course, fundraisers must actually ask for money to get money. 'I've put fundraisers in rooms with donors and they will do anything to avoid asking them for money,' Ross said. 'Fundraising is not fear.'

For more information on the Management Centre visit [www.managementcentre.co.uk](http://www.managementcentre.co.uk)

The website features a list of books recommended by Ross and an 'idea of the month' which is well worth looking at.

*Bernard Ross is Director of =mc (the Management Centre) and is an expert in strategic thinking, organisational change and personal effectiveness. He has worked with not-for-profit organisations for over 20 years.* n



*If you have trouble convincing prospective donors, the problem could be that you're not seeing eye to eye. Personal effectiveness expert Bernard Ross tells you how to change all that in the blink of an eye ...*

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

## Monthly giving programme improves donor retention, donors' lifetime value

**W**hile the cost to bring in a new donor is increasing, the average life span of a donor is decreasing.

How do you keep a donor from running out of the back door? By asking the donor to become a monthly giver.

There are several low-cost ways to acquire monthly givers, especially through inserts in donor campaigns.

Part of the message for monthly givers is that it's easy and convenient for them and will save the organisation money – no cheques to deposit, no postage costs.

The Internet is an easy place to start. A donor who gives online can be asked to make the gift once or on a recurring basis –

that's all there is to it (other than handling the back end).

You'd be wise to create a special name for the group and tie it in with your mission.

You can also use a small premium as an incentive or offer special recognition.

Think long term. It may take a few asks before the donor converts to monthly giving status. If your organisation is willing to grow the programme more quickly, you can use special appeals and telemarketing follow-up calls. The bottom line: Monthly giving is a cost-effective way to improve the retention rate of your donors and their lifetime value. n

### Advantages of a monthly giving programme

- The donor becomes more loyal to the organisation as he/she trusts the charity with a credit card or bank account number and becomes part of a special group.
- The donor needs to take action to stop the automatic deductions, so once you have 'em, you keep 'em!
- The organisation can plan on the money being there.
- Lifetime value improves considerably.
- Drop-off rates tend to be highest in the first year, but after that, they are virtually nothing.
- Upgrading the monthly gift becomes easy. Contrary to belief, monthly givers tend to easily give an additional donation on top of their monthly gift.
- Monthly givers tend to be donors who are able to give smaller gifts now but leave big bequests later, so the long-term potential is huge.

*With acknowledgement to  
Successful Fund Raising,  
Volume XI, No 12, December 2003.*

## International conference dates for 2004

**T**here are many highly informative conferences planned for 2004. Here are some of the highlights:

Association of Fundraising Professionals, 41st International Conference on Fundraising, 14 – 17 March, Seattle, Washington, [www.afpnet.org](http://www.afpnet.org)

5th International Workshop on Resource Mobilisation, 26 – 28 March, Johannesburg, [www.resource-alliance.org](http://www.resource-alliance.org)

Institute of Fundraisers, National Fundraisers' Convention 2004, 5 – 7 July, Hilton Birmingham Metropole Hotel, United Kingdom, [www.institute-of-fundraising.org.uk](http://www.institute-of-fundraising.org.uk)

National Catholic Development Conference, 16 – 19 September, Orlando, Florida, [www.ncdcusa.org](http://www.ncdcusa.org)

24th International Fundraising Congress, 12 – 15 October, NH Leeuwenhorst Hotel, Netherlands, [www.ifc-resource-alliance.org](http://www.ifc-resource-alliance.org) n

### *“Reprinted with Acknowledgement to ...”*

**F**undraising Forum prides itself on keeping South African fundraisers right up-to-date with developing attitudes, trends and techniques, both here and overseas. We are grateful to the following international publications, which are regularly quoted and highly recommended:

- Successful Fund Raising, PO Box 4528, Sioux City, Iowa, 1A 51104 (12 issues per annum \$149) website: [www.stevensoninc.com](http://www.stevensoninc.com)
- The NonProfit Times, 120 Littleton Road, Suite 120 Parsippany, NJ 07054-1803 (\$129 per annum) website: [www.nptimes.com](http://www.nptimes.com)
- The Chronicle of Philanthropy, PO Box 1989, Marion, Ohio, 4335-1989 (24 issues per annum at \$95) website: <http://philanthropy.com>
- Mal Warwick's Newsletter – Successful Direct Mail, Telephone and Online Fundraising, Strathmoor Press Inc, 2550 Ninth Street, Suite 1040, Berkeley, CA 94710-2516 (6 issues per annum \$79). website: [www.malwarwick.com/newsletter](http://www.malwarwick.com/newsletter)

## 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.

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