

FUNDRAISING FORUM

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International workshop unites fundraisers from the south

The 5th International Workshop on Resource Mobilisation brought 271 fundraisers – from 48 countries – together for three days of debate, discussion and training. Downes Murray International was one of the sponsors of the event.

Building Bridges to the Future was the theme for the 5th International Workshop on Resource Mobilisation held in Johannesburg in March.

Fundraisers from the southern hemisphere – and further afield – looked at steps individuals and organisations are taking to build the supportive infrastructures needed by fundraisers in the developing world.

Day one gave delegates the opportunity to discuss policy issues.

In her session, *Challenges Facing Fundraisers in the South*, Bharati Ramachandran (from Murray Culshaw Advisory Services, Bangalore) explored pressures facing the not-for-profit sector.

Internal factors – including management, relationships and ethics – and external issues – support services, legislation and competition, amongst others – were debated.

It was clear that there is a greater need for fundraisers to network, and to share resources, knowledge and experience.

On day two and three delegates moved onto case studies and the 'nuts and bolts' of fundraising, in highly interactive and informative sessions which covered topics from direct mail and corporate partnerships, to volunteers and increasing your credibility.

In *How to Communicate Your Fundraising Message Effectively*, Tony Elischer of THINK Consulting Solutions stressed three vital strategies for success:

- Your mission statement must motivate people;
- Develop strategies and triggers to unlock donor generosity;
- When communicating with individuals focus on the three motivators – head, heart and spirit.

In *The Nine Most Important Things About Raising Money From Individuals*, direct mail guru Mal Warwick gave expert tips for approaching individuals:

- Invest the most in top donors;
- Invest less in less-responsive donors;
- Your list of prospects is key;
- Even strong appeals fail on bad lists;
- Segment your list;
- Keep accurate records;
- And make sure your 'offer' is attractive to your donors.

Delegates agreed that the workshop was highly informative, and a good networking opportunity.

Visit www.resource-alliance.org for details of future conferences organised by the Resource Alliance.

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Downes Murray International joins forces with DVA Navion

Downes Murray International now represents DVA Navion – a leading fundraising consultancy with offices in Canada, Australia, New Zealand and the United States – in Africa.

This exciting new alliance will give Downes Murray International greater access to cutting-edge international trends, and to successful strategies currently being used overseas.

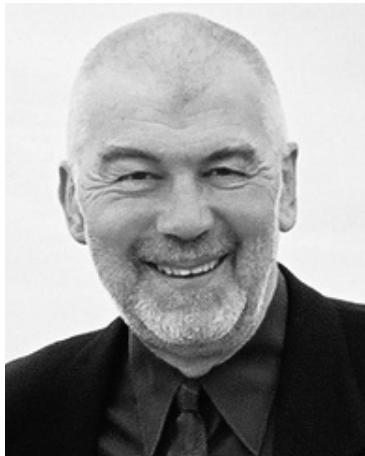
Downes Murray International owners Emmi Albers and Jenni McLeod said the partnership will also allow the company to

draw on the expertise of a pool of fundraising professionals from around the world.

The opportunity for this alliance was created when Terry Murray stepped down as president of DVA Navion South Africa after completing an agreed three year term.

Terry will continue to work with DMI while also offering strategic guidance and counsel to just one or two organisations in his personal capacity. Terry, along with Michael Downes (chairman of the DVA Navion International group) founded Downes Murray International in 1987.

How often should I mail my donors?



Terry A Murray is former Chairman of Downes Murray International and recently retired president of DVA Navion South Africa. (He recently participated in the CANSA Shavathon – as shown in this photograph!)

If you have a direct mail fundraising programme (and if you don't – you're missing out on an opportunity) then somewhere along the line – you – or someone within your organisation, has asked this question.

For the most part it is prompted by a concern that mailing too often will cause 'donor burn-out' or create a negative reaction. And it's a perfectly acceptable question to raise – because no-one wants to upset their donors. But wait, are we sure that mailing too frequently is a way of upsetting donors?

Over the more than 40 years that I've been involved with mailing programmes, I've seen more evidence of donors feeling neglected and ignored than I've seen complaints of being mailed too often. And very often, the complaints come from the way they're mailed, rather than the frequency.

So let's look at what might constitute a typical annual direct mail programme aimed at existing donors:

- Four renewal mailings to the entire donor file.
- Two newsletters also to the whole file.
- A Major Donor mailing to a small number of donors who've joined your major supporter group by giving an additional large gift each year.
- A Major Donor newsletter to this special group.
- A 'thank you' mailing to your monthly donors mailed mid year.
- A Christmas/Season's Greeting card to your monthly donors at year-end.
- To this you might add a special mailing to donors of 65 years and older inviting them to enquire about your Bequest booklet, and another special mailing to lapsed donors with a strong incentive for them to renew their support.

So your typical donor mailing programme might have no fewer than 12 mailings each year. But, of course, not all going to the same segments of your donor file and not all would contain a direct 'ask'.

Only your four renewal mailings, and your Major Donor mailing would have direct 'asks' plus a donation form and a reply envelope. Each of these mailings would also be 'themed' with a specific project or seasonal reason for the donor to support. So they wouldn't just be 'yet another letter asking for money'. Each

would recognise the donor's past support and would add a compelling reason for why you're approaching them again.

The two newsletters (and the major donor newsletter) would have, as their main purpose, providing feedback to donors on how their money was being used.

However, they would contain a deep flap, pre-addressed reply envelope with a low key 'ask' along the lines of 'please keep this envelope for the next time you'd like to support some of our projects'.

Costs covered

And the addition of just that envelope with what we term a 'soft ask', will ensure that you receive sufficient income from the mailing to cover the entire cost of the newsletter. In fact, income from a well produced newsletter will often produce donations equivalent to double the total production and mailing cost.

The Major Donor newsletter is the only one that might not contain this reply envelope as these folk are already giving very generously and, as the list is likely to be a small one, the cost of sending them a newsletter is not great.

If you're still a bit sceptical about the number of mailings that I am recommending, then think about these three fundraising truths:

1. Never attempt to think for your donors. They'll let you know if you're annoying them

by mailing too often (and you should quickly and courteously respond to all complaints). But beware the tendency to react to a small handful of complaints when the majority have voted positively by sending you

additional donations.

2. Every additional mailing to existing donors will produce an increase in net income for your direct mail programme – even if you mail each and every month.

3. With the large number of other organisations who are communicating with people who are often your donors, you should ensure that your organisation isn't forgotten because you aren't communicating as regularly as some of your competitors.

In summary, you probably could, and certainly should, be mailing your donors more often than you are at present.

But you should be doing so with an intelligently planned and well-constructed programme that incorporates plenty of feedback and acknowledgement of their support. And, finally, don't forget to show them how their money's being put to excellent use.

Milestone Thinking

On-target observations in brief

Think of people as investors in your cause.

*With acknowledgement to
Tony Elischer
THINK Consulting Solutions*

Remember the lapsed donor. Mailing an acquisition piece is the easiest step to take because that's what first brought the donor aboard.

*With acknowledgement to
NonProfit Times
September 13, 2003*

The appeal letter should be a one-on-one conversation between the person who signs the letter and the reader. By using only I and you, your writing will convey the personal tone you seek.

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

Integrate your e-mail with your mail, phone and events fundraising. It's good for prospects to hear your message via several channels.

*With acknowledgement to
Mal Warwick's Newsletter
Number 56, September 2002*

Donors want details and will give more money, more often, if they are told where a non-profit group is going – and whether it's getting there.

*With acknowledgement to
The Chronicle of Philanthropy
December 11, 2003*

How wonderful it is that nobody need wait a single moment before starting to improve the world.

Ann Frank
1929 – 1945

An annual thank you call to express appreciation personally to donors for the contributions they've made will cultivate a more committed and consequently a more generous donor.

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



No average 'shelter'

Kitten Action is not your average 'animal welfare' shelter.

The organisation believes that every cat deserves a chance – at life and at finding a loving home. And it accomplishes this goal admirably, given that it's run by volunteers.

Launched in 1997 as a project of the animal rights group, Justice for Animals, Kitten Action rescues abandoned and feral ('wild') kittens and cats. Under-age kittens are hand-reared until they're old enough to find loving homes. A small network of 'foster parents' fulfills this vital function.

The organisation has a small sanctuary where it houses up to 60 rescued cats and kittens. It also has a shelter with 46 permanent feline residents.

Kitten Action finds homes for an average of 450 cats and kittens a year – and ensures that all its animals are sterilised.

This year, the organisation hopes to raise enough money to build a hospital at its sanctuary.

Funded entirely by donations, Kitten Action must raise enough money each month to pay for vet bills, cat food, medication, telephone and fuel costs – a daunting challenge considering that its volunteers all have other full-time jobs.

Kitten Action regularly circulates an information-packed newsletter via e-mail.

Contact Kitten Action on (031) 764 3845.

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

Durban-based Kitten Action has saved the lives of hundreds of cats and kittens through their rescue, sterilisation, adoption and awareness programmes. They're entirely volunteer-driven and funded by donations from individuals.

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.



Readers are invited to submit their work for critical analysis by our panel of experts. Even if your work is not selected for publication in *Fundraising Forum*, we will respond to every submission.

Win or bin?

Another round-up of current fundraising mailpacks, newsletters, leaflets and websites evaluated by our panel and edited by Sheila McCallum.

According to reliable sources, the *Salvation Army* is the most trusted welfare 'brand' on the planet. Perhaps that, and the fact that the organisation is so well-known, explains why this Valentine's Day appeal-mailing from the South African chapter makes no effort to describe the work of the organisation.

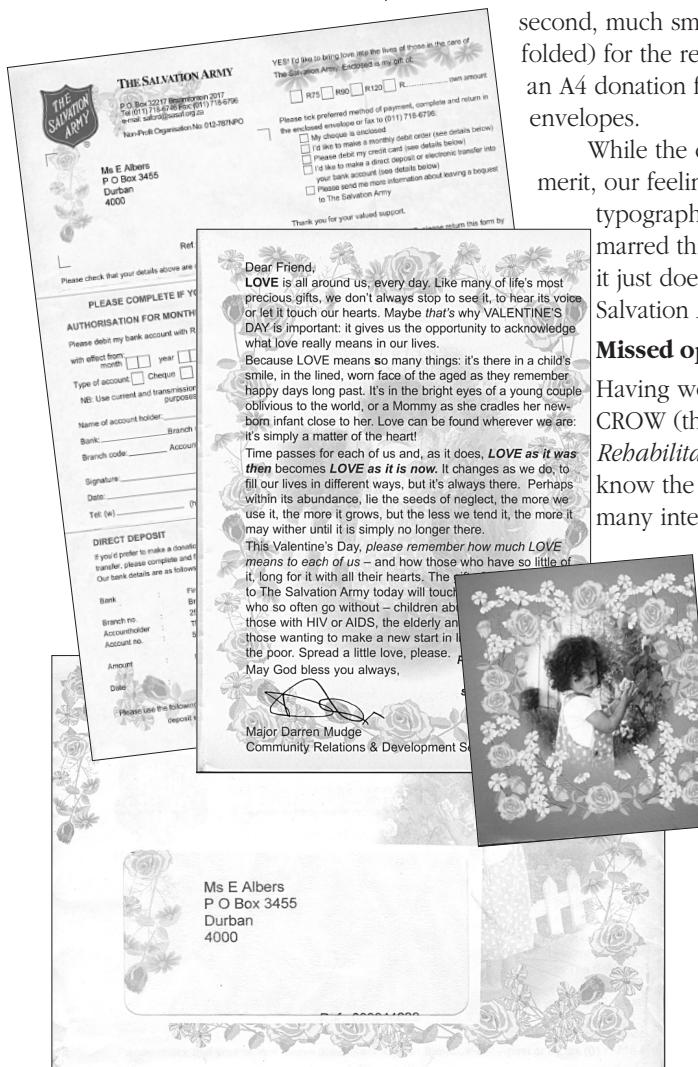
Instead, it goes the fuzzy, feel-good route – complete with chocolate-box picture of a cute child and lots of pink roses – that got the thumbs down from most members of our panel.

The mail pack consisted of a card 'For someone special,' filled with tightly-packed and very difficult to read pink type, all about love and why you should spread some by making a donation to the Salvation Army; a second, much smaller card (badly folded) for the recipient to give away; an A4 donation form; reply and outer envelopes.

While the concept had merit, our feeling was that poor typography, copy and design marred this one. And sorry, it just doesn't look like the Salvation Army.

Missed opportunities

Having worked with CROW (the *Centre for the Rehabilitation of Wildlife*) we know the organisation has many interesting and heart-



rending stories to tell about the hundreds of wild animals they rescue, or which are brought to them for expert attention following accidents or injuries.

So it was disappointing not to find much in the way of animal stories when we visited their website (www.crowkzn.co.za). Instead, the *What's happening at CROW* section on the homepage was devoted to details about an upcoming *Rocky Horror Picture Show* fundraiser.

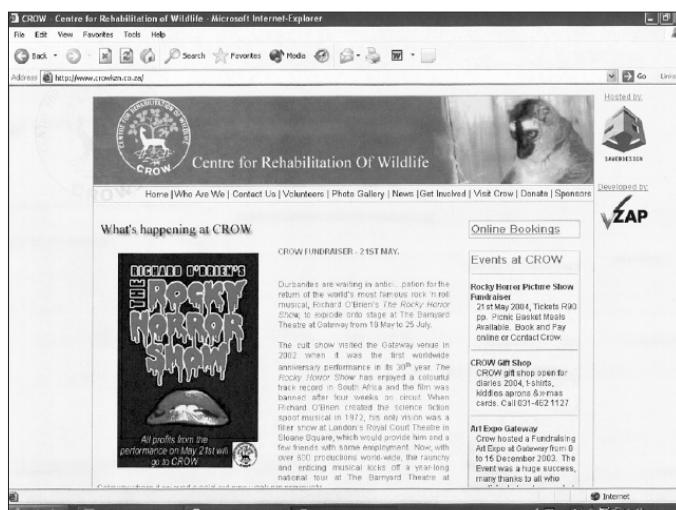
Clicking the Photo Gallery button produced some attractive animal pictures – sadly without any captions or descriptions – and it wasn't until I clicked the News button that I found anything interesting to read.

The site is e-commerce enabled, but there's not much incentive to make a donation. The Appeals button informed me that what Crow really wants is veggies, fish and other gifts in kind, while the Home Free campaign link produced a brief impersonal paragraph and a disconcerting message reading: 'animal database empty'.

All in all, lots of missed opportunities to involve visitors in the plight of animals currently at CROW and to secure donations to cover their upkeep.

Less is more

Some time ago, *Fundraising Forum* received a request to crit packages developed by the *Elderly Care Fund*. Clearly aimed at a very





specific group (members of the SAPS), the packages contain information and requests for support that are so relevant they are bound to be read. However, the presentation could be vastly improved.

Each personally-addressed closed-face outer envelope was jam-packed with a bundle of bilingual information leaflets, an attractive and (we suspect) pricey pocket diary, a printed donation form and BRE.

Unfortunately, there was no sign of a covering letter anywhere – and it is our experience that a letter always outpulls a leaflet. Often a letter on its own even outpulls a pack containing both a letter and a leaflet. And surprisingly a plain envelope often works better (and costs less) than a BRE. Having separate English and Afrikaans materials is also recommended.

Whilst not sure of the exact relationship between the recipients of this mailing and the *Elderly Care Fund*, we did wonder if it might be more cost-effective to use the diary as a 'back-end' premium. In other words, offering it conditionally to those who make a donation.

Getting it right

In contrast, the first quarter magazine from the National Council of SPCAs gets just about everything right!

Full marks for the good cross-section of relevant articles, reports-back on the work of the organisation, impactful and emotive

photographs and helpful tips on pet care. Plenty of reasons to get

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Postbus 12880, Die Bentekede, Pta 0126 Tel: (021) 392-9120; Fax: (021) 320-5813 www.bejaardersorgfonds.co.za Reg. no. 1993/000000/08/26/0003		
ELDERLY CARE FUND		
PO Box 12880, The Bentekede, Pta 0126 Tel: (021) 392-9120; Fax: (021) 320-5813 www.elderlycarefund.org.za Reg. no. 1993/000000/08/26/0003		

PERSOONLIKE BESONDERHEDE/PERSONAL INFORMATION

BYDRAER/CONTRIBUTOR

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For Men's Wallet offering only

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CANSA event smashes world record

The Cancer Association of South Africa (CANSA) recently held a nationwide awareness campaign culminating in a 24 hour fundraising event – the CANSA Shavathon 2004. Publicist Lorna Payne reports.

The CANSA Shavathon 2004 aimed to enter the Guinness Book of Records for the most heads shaved, or colour-sprayed, in a 24 hour period.

Noelene Kotschan, MD of events agency, Sho-Sho-Lo-Za Marketing, was responsible for the mammoth task of conceptualising, planning and co-ordinating this national campaign.

Strategic planning

Together with her team – including logistics experts, CANSA representatives, media and marketing consultants, graphic designers, advertising executives, IT consultants and web designers – Kotschan held several strategic planning sessions to lay the foundation of the campaign.

The event – a ‘shave-a-thon’ – was selected based on the fact that most cancer patients lose their hair during chemotherapy. Participants were given the opportunity to show empathy and celebrate the lives, past and present, of cancer sufferers.

The Internet was an integral part of the campaign. The public were encouraged to register on a dedicated website (www.shavesa.co.za).

For those without Internet access, a share-call telephone number provided the latest campaign info and telephonic registration.

Apart from breaking a world record, the campaign also aimed to raise funds for cancer awareness, research and community support centres. Each Shavathon participant was asked to make a R50 donation.

Kotschan quickly upgraded the campaign’s visibility by obtaining the support of well-known celebrities. Sports people, actors, models and business people alike were asked to lend



Well-known fundraising personality, Terry Murray, was a participant in the Shavathon.

their faces, voices, and time.

She also secured sponsorship from M-NET, who pledged R2million in airtime and facilitated the production of TV and radio adverts through its network of industry contacts.

In a surprise turn of events, the original claim by Australia that it held the record of 55 000 people was found to be just that – a claim. The previous official record, according to the Guinness Book of Records, was a mere 1786 people who had their heads shaved across Australia between 12h00 April 16 1999 - 12h00 April 17 1999.

A spokesperson for the Guinness Book of Records said that the claim was never officially submitted by the Australian organisers and was therefore not upheld.

Record breaker

Finally, after over a month of counting and assessment by the Guinness Book of Records, it was found that the CANSA Shavathon had successfully broken the record for the most heads shaved or sprayed in a 24 hour period. With an overwhelming response of 25 000 participants and over R4.8 million raised, the campaign was a resounding success.

Visit www.shavesa.co.za

Lorna Payne is the public relations and media consultant at Cogent Communications. E-mail lorna@CogentComms.co.za

New guide to raising funds overseas

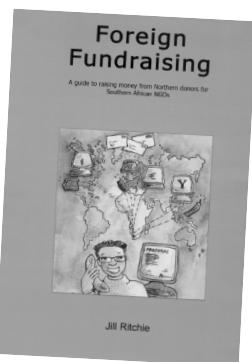
Foreign Fundraising focuses on helping non-profits, faith-based groups and educational institutions to raise funds from foreign donors.

In her latest book, Jill Ritchie shares her years of experience and her current focus on raising money abroad. Compiled in close co-operation with trust and foundation donor representatives in northern countries, *Foreign Fundraising* deals with specific requirements of donors in various countries.

Useful forms to assist in the inexpensive facilitation of foreign funding, a generic US-

donor compiled application form and documents to track and nurture donors are included on a disk with the book.

To order your copy of *Foreign Fundraising*, online visit www.papillonpress.co.za or order via telephone – phone Papillon Press on (021) 851 4793.



South African university fundraising reaches new heights

Planning for the campaign began in September 2000 when Rhodes commissioned DVA Navion, DMI's international fundraising consultancy partner, to conduct a Feasibility and Planning Study.

DVA Navion were appointed as full-time consultants for a three year period from February of 2001 with Terry Murray providing strategic direction.

Terry recruited and trained Guy White in the role of on-campus Campaign Co-ordinator and when the consultancy contract ended in December 2003, Guy accepted an appointment as Director of Development and Communications at Rhodes – providing perfect continuity for the final months of the campaign.

The first step in the preparation phase saw the recruitment of a small group of influential Old Rhodians under the Chairmanship of Mr Brian Rayner. This Planning Committee reviewed the University's needs, refined the case for support and helped to identify top donor prospects.

During this 'silent' planning phase much background work was carried out and actual fundraising only began in August 2001 with the negotiation of a number of major gifts.

By the time the campaign was officially launched to alumni in 2002, almost R30 million in donations and pledges had been secured.

Among the many highlights were:

- A commitment of R3,8 million from Atlantic Philanthropies for the complete restructure and proper staffing of the Rhodes Development Division.
- A R7 million donation from The Anglo American Chairman's Fund to honour the late Mr Gavin Relly, a former Governor of Rhodes. This money was used to purchase the Settler's Motel and convert it into a post-graduate village.
- The introduction of a telemail campaign (letters and telephone follow up to Alumni) which raised some R3 million in pledges over two years.

• The launching of the Rhodes University Bequest Association which has resulted in 49 confirmed Bequests to the University to date.

• A campaign which utilised the connections of Professor J G Gerwel, who is the Rhodes Chancellor and also Chairman of The Nelson Mandela Foundation, to raise individual donations of US\$100,000 for both institutions from a number of wealthy people in Europe, the UK and the USA through an invitation from Nelson Mandela.

• A donation from Mr Carl De Santis of Kwandwe Game Reserves which will be used to construct Alumni House, which will house the

Rhodes Development and Communications Division and provide a hospitality venue for visiting Alumni and donors.

- Another contribution from Atlantic Philanthropies totalling R14,2 million
- A significant 'first' for South African Universities, which saw the launch of a student-giving campaign to encourage future alumni support. More than 20% of the current student population contributed to this initial effort.

- The creation of a Centenary Walkway with personalised paving stones as a permanent recognition for Major Donors.

In 2003, the final year of DVA Navion's involvement, R57,3 million was raised.

Long-term benefits

Perhaps of equal importance to the sums of money achieved during the Centenary Campaign, are the long-term benefits which the consultancy has left in place. These include:

- A much enhanced and updated database of alumni, friends and donors.
- A formal Stewardship and Recognition Policy to ensure that donors are properly cared for.
- Greater awareness among alumni of the significance of Bequests to the university.
- A fully-staffed, trained and confident Development Division who are ready to ensure ongoing and enhanced annual income.
- A group of influential, high wealth, alumni who are sensitised to the needs of the university and committed to use their influence to grow future support.
- A large number of alumni from all age groups who have pledged to make monthly donations over a number of years.
- A website, www.gorhodes.co.za, which reports on the campaign and allows on-line donations to the university.

The Campaign will conclude in September of 2004, exactly three years after it began in earnest.

With the Vice-Chancellor, Dr David Woods, having identified four further funding priorities, it is anticipated that a further R30 million or more might be secured in the remaining months resulting in a final total approaching R150 million.

This would be by far the largest goal ever achieved in a South African University fundraising campaign.

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In what is believed to be the largest sum ever raised in a South African University capital campaign, Rhodes University's Centenary 2004 campaign passed the R100 million mark in December last year. Strategist for the campaign, Terry Murray, explains how the campaign was run.

Full steam ahead for Full Stop Campaign

When the British charity the NSPCC (National Society for the Prevention of Cruelty to Children) launched its FULL STOP Campaign in 1999 (which aims to end child abuse by 2020) it did so with complete commitment.

This commitment included a full brand review and a five-year strategic review of the programme – involving all partners and 2 000 members of staff – to ensure that everyone helped to shape the future.

John Grounds, Director of Communications at NSPCC, says the Full Stop Campaign provided a shared vision for NSPCC that helped to pull together previously fragmented efforts.

'Full Stop is more than advertising language and slogans; it is a shared vision and a total commitment by our staff and external partners to a new way of working together.'

Clear purpose and supporting action

This year the NSPCC was awarded the Marketer of the Year Award by the Centre for Integrated Marketing, whose research focuses on the communications work of the UK's top 500 brands and their agencies. The accolade recognised the NSPCC's integrated approach to communicating a clear vision and brand identity for FULL STOP.

The charity was also praised for its use of communications milestones during the year, which focus all the NSPCC's channels of communication on a single campaign.

Some of the strengths of the campaign identified by the Centre – and which all non-profits can learn from – include:

- One clear vision/purpose for the NSPCC: Stop cruelty to children by 2020; and a clear governing idea: FULL STOP!
- Strategic reassessment of the brand.
- Congruence between vision and brand, culture and brand values.
- Serious commitment to making this work across the entire senior leadership team.
- Vision is real and translated into a five-year strategic plan
- Interdependent and harmonised communication roles: changing society and activating action and requests for help; obtaining donations and support; involving and communicating with all internal staff, partners and volunteers.
- One master brief to all agencies and involved parties.
- Each communications idea has one



When you can't talk about abuse, talk to us.
Many young people who are being abused never talk about it. What do you say? Who to? And what exactly is abuse? There are several places you can turn: Free, confidential help and advice 24 hours a day call Childline on 0800 1111, or call the NSPCC's Child Protection Helpline on 0808 800 5000. You can find further contacts, expert advice and support on a dedicated website. Visit www.worldneed2uk.org.uk

Talking helps it stop. FULL STOP. NSPCC

master creative idea.

- Execution and messages are tailored to media and audiences.
- All agencies work in partnership with each other and with the NSPCC.
- Very significant successes on communication, donor and mission terms: the communications have won multiple awards and are highly respected by industry professionals.

'Integrated marketing is not just for sophisticated consumer marketing departments; it is a technique we in the charity sector can definitely benefit from. We've been able to deliver clear and consistent campaign messages that unite diverse audiences behind FULL STOP,' added Grounds.

Who is the NSPCC?

Founded in 1884, the NSPCC is the only UK children's charity with statutory powers that enable it to take action to safeguard children at risk of abuse.

It employs 1800 people in England, Wales and Northern Ireland, and has 180 child protection teams.

Their work is funded by money raised by a national network of 200 Community Appeals branches and by their central fundraising departments.

Since the launch of the FULL STOP Campaign, more than 140 000 people have signed up to help the NSPCC lobby local and national government and media. And as importantly, public awareness of child abuse is higher than ever.

Visit www.NSPCC.org.uk

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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, and represents DVA Navion International Consultancy in Africa, 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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