

At last - 'instant' fundraising



Kathleen Burke Barrett



Kimon Phitidis

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Speaking at the recent SAIF AGM in Cape Town, Kathleen Burke Barrett, CEO of the Greater Richmond Chapter of the American Red Cross revealed a startling fact: almost all of the US\$63 million raised online by her organisation in the wake of the September 11 attack, was received in the ten days immediately afterwards. Before the end of the month, online donations had dried to a trickle.

It's a telling reminder that most individual donations are the result of impulse giving. Your story, your pressing need, or your photograph makes an immediate impact and someone is motivated to give. Now.

And here lies the power of the new electronic media.

For years, canny direct mail fundraisers have been providing prospective donors with personalised donation forms, pre-addressed reply envelopes and even postage stamps ... all in an effort to make giving as quick and easy as possible.

But the Internet streamlines the process in a way that was previously impossible – enabling people to make a donation, and receive an acknowledgement, within mere minutes.

New SMS technology

Even more instantly gratifying is the new cell phone SMS technology.

As Kimon Phitidis, MD of Social Innovations, pointed out in his presentation at the AGM, campaigns inviting people to donate to a charity by sms-ing a certain word to a number are not only even more

instantaneous, they also lower the barrier of donating – enabling people who have no bank account, credit card or computer to become donors.

Added to the fact that there are an estimated 19 million cellphones in South Africa, in comparison to a mere 3 million Internet-enabled computers, it is clear that SMS charity appeals have a role to play in the fundraising mix.

At the moment, charges made by the cellphone networks, coupled with the need for extensive media coverage, put SMS campaigns beyond the reach of most non-profits – unless they enter into partnerships with corporate sponsors. But campaigns developed by Social Innovations offer an exciting glimpse into what is possible.

Only part of the fundraising picture

Internet fundraising, on the other hand, offers cost savings for those who get it right. But, cautions Kathleen Burke Barrett, 'It is only part of the fundraising picture.'

Even though the American Red Cross website attracts some 35 000 visitors daily, and the organisation has over 300 000 current online donors, it still accounts for only a small percentage of the total funds raised by the organisation.

To get the most out of your online fundraising efforts, Kathleen has these tips:

'Employ a professional web designer; someone with proven experience. And make sure the donate section is not too complicated.'

Finally, 'Be aware that your website will never be done. It is always growing and changing.' ■

Forum focus on boards

After receiving many queries about the role and responsibilities of the board, we've decided to devote much of this issue of *Fundraising Forum* to the topic of boards and board management.

From building the diversity of your board, using your board strategically and ensuring that you give prospective board members good reason to want to sit on your board, we hope that you find this

issue useful and informative. How do you get your board members to become annual donors? Turn to page six for some ideas. And on page five you'll find suggestions on ways to build the diversity of your board.

We'd also like to suggest that you circulate *Fundraising Forum* amongst your board members, as a constructive way of involving and inspiring your trustees and board members. ■

The key role of your board of trustees

Over the past 20 years I've had the privilege of working with many captains of commerce and industry in South Africa in their capacity as volunteer board members and trustees of non-profits.

Although all of these executives were used to 'calling the shots' in their own organisations, they were all willing to accept advice on what works in fundraising – an attitude which drove the success of their capital campaigns and annual programmes.

The volunteer trustee or board member's role isn't easy. Often trustees are overly conscious of the fact that they are managing donors' money, to the point where they refuse to consider investing in growing a donor base and the future income of the organisation.

The question is, is there really such a difference in the way you decide on investing donor funds from the way you would invest shareholders' money? Just because you're acting as a trustee of an NPO, why would you not outsource to experts in a particular field if they have a proven track record and can improve your income?

In some respects, I can identify with the dilemma facing volunteer board members and trustees. Many years ago (when I was much younger) I sat on the board of a Durban animal welfare society. To this day I still feel ashamed that I voted against a recommendation from a top investment manager to invest excess funds in JSE shares rather than nice safe bank deposits. My reasoning: 'You can't take a risk with NPO funds.'

That same investment manager is now chairman of his company, and also the chairman of a KwaZulu-Natal non-profit organisation which has more than R20 million invested in shares – providing excellent annual returns.

Failure

The only campaigns and programmes which I have seen fail to reach their goals are those where the trustees or board members have unfortunately shown a combination of ignorance and arrogance.

They allow their own personal reactions to fundraising ideas to drive their decision making – often flying in the face of proven successes achieved by many other organisations – and ignoring the fact that they are not representative of the typical donor – and shouldn't be making judgement calls on how potential donors

might react.

Fortunately, the opposite is also true – and I've met chief executives and trustees who are happy to hear what's working well for others, to try new ideas and to follow a professionally produced and guided fundraising programme.

A partnership based on mutual trust and respect between the board/trustees of a non-profit organisation and a consultancy is the key to a successful fundraising programme.

Challenge

One of the best illustrations of this that comes to mind, was some 12 years ago when the chairman, the regional director and the CEO of SOS Children's Villages in South Africa approached Downes Murray International and handed us a huge challenge. Their international head office had suggested that they needed to change from a fundraising programme which was almost totally dependent on corporate support, to one based on funding from individual South African donors. A logical directive since some 80% of funding in the western world comes from individuals.

The SOS team had first done their homework and established that DMI (with more than 30 years' experience at that time) had a reputation as the top direct mail fundraising consultancy in the country.

Next they called for a meeting and announced that they wanted us to help them grow their small (1000) donor base to the largest in South Africa (which at that time was about 60,000). At our suggestion, they made available a sum of R300,000 (a very large sum at that time) as

an initial 'rolling' budget, with all income re-invested to grow that donor file as quickly as possible.

The SOS board had the courage and faith to continue testing mailing lists and different packages for almost two years before the programme started to take off with winning creative ideas and list selection. The result was an active donor file that topped the 100,000 mark after less than eight years and has now reached a level of 130,000 – the largest in South Africa.

As Dr Willie Kulhanek, Chairman of the Board of SOS Children's Villages, says:

'A proactive board of trustees which is willing to take carefully calculated risks and invest in growing a donor support base, is the key to financial security for your organisation and the cause you support.'



Terry A Murray is former Chairman of Downes Murray International and recently retired president of DVA Navion South Africa.

"The only campaigns which I have seen fail are those where the trustees or board members have shown a combination of ignorance and arrogance."

Milestone Thinking

On-target observations in brief

How far that little candle throws his beams. So shines a good deed in a weary world.

William Shakespeare

It's important to remember that your first acquisition mailings should not be expected to earn net income.

With acknowledgement to Mal Warwick's website visit www.malwarwick.com

Candidates appreciate knowing what is expected of them when they join a board.

With acknowledgement to The NonProfit Times September 1, 2003

Make it easy and inviting for your current contributors to invite their circle of friends, family and associates to support your cause as well.

With acknowledgement to Successful Fundraising Volume XI, No. 3 March 2003

The Internet offers wonderful tools for building relationships with donors – giving them the information they want, when they want it, allowing them to participate from anywhere in the world and offers them instant feedback.

With acknowledgement to Nick Allen on Mal Warwick's website Visit www.malwarwick.com

If your board members are not providing at least one, and preferably all three of the 'W's' – work, wealth and wisdom – then they don't belong on your board.

Terry Murray

Sweating the small things can nudge a direct mail campaign to success.

With acknowledgement to The NonProfit Times May 15, 2003

Fundraising letters are – by far – the single biggest means used by non-profits to recruit new donors.

With acknowledgement to Mal Warwick's website visit www.malwarwick.com



A history of healing

St Mary's Hospital serves some 750 000 people living in the Inner and Outer West entities of the Durban Metropolitan area – almost half of the entire metro.

Located 27km from Durban and 63km from Pietermaritzburg, St Mary's is the only hospital between these two cities where the public can go for healthcare.

The hospital treats 15 000 inpatients annually, 5 000 patients per month in the outpatient department and an average of 6 000 babies are born in the Midwife Obstetric Unit every year. Many patients cannot afford to pay medical expenses.

Approximately 80% of the hospital's funding is obtained from the Department of Health and the balance is raised by the hospital.

Programmes include a privately-funded HIV/AIDS clinic, a prevention of mother-to-child transmission of HIV programme and an extensive community outreach programme.

'When babies and children arrive at the outpatient department, we can't allow them to just wait their turn with the adults. In many cases, it is this critical time that may make the difference between life and death,' said hospital CEO, Dr Douglas Ross.

It is this approach to the treatment of HIV/AIDS which laid the foundation for the Paediatric Outpatient Unit, which has speeded up service to the hospital's younger patients. The Paediatric Outpatient Unit project was sponsored by PetroSA, and opened in September 2004.

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

Since 1927 St Mary's Hospital – the only remaining Catholic Mission Hospital in the country – has met the health needs of the poorest communities surrounding Mariannhill, on the outskirts of Durban.

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.

Joining your board

What's really in it for business?

Non-profits are in distress, facing serious financial and strategic challenges. At the same time, business sees the benefits of community involvement. These two trends add up to great opportunities for non-profits to access a highly talented, motivated volunteer work-force.

By understanding what drives business to encourage and support the involvement of their executives on boards and their employees in volunteering, non-profits can make the interests of businesses work to their advantage.

The key motivators

Developing leadership. Businesses seek ways to identify, develop and groom younger and more diverse middle level managers and upper level executives for higher leadership roles in the company.

Businesses recognise that experience on non-profit boards offers unique opportunities for people to develop skills in assessing a tough organisational challenge, making the case for possible solutions, building consensus among volunteers (tougher than building consensus among people who work under you), and taking responsibility for bringing about constructive changes.

Board members who succeed in effecting strategic innovations, forging organisational alliances, leading a fundraising effort, planning an organisational downsizing, or guiding an organisation through a troubling media situation will have risen to a challenge more complicated than any business challenge.

Business executives who exercise their business acumen in the non-profit board environment then bring their newly-developed skills back to the business environment.

- *Enhancing team-building.* Teams of volunteers bond in new and different ways when they have been outside for a long day of manual labour. Often, the leaders who emerge on the volunteer project are not the ones who lead in the office; this allows people to see each other in a new light.

- *Fostering loyalty to the company.* Employees feel good about their employer when the company shows its commitment to the community. Businesses that invest in their communities foster higher employee productivity and enhance employee retention.

- *Building visibility and goodwill.* Employers generate goodwill in the local community through productive and meaningful involvement, especially when their executives and employees play valuable volunteer roles in



organisations that are vital.

Professional service firms like to see their financial advisers, accountants, attorneys and consultants demonstrating their excellence through volunteer participation on boards and in civic development projects.

- *Improving the quality of life in the community.* Banks, newspapers, professional service firms, and all employers for that matter, depend on a healthy local economy for their own businesses to succeed.

Employers need an educated work force, a healthy community, good day care and education for the children of employees, pleasant and reliable senior homes and services, services for the homeless, mentally ill and drug addicted, and vibrant cultural and social activities.

Moreover, companies can only thrive in successful economic environments, so businesses have a tremendous incentive to be particularly active in civic development.

It is important to be aware that from one company to another, the priority interests may vary. A professional service firm is more interested in developing a broader awareness of their services and the quality of their people, while a manufacturing company is more likely to be interested in their employees feeling good about the company as an employer.

These interests will drive the particular direction and emphasis of their volunteerism efforts.

Non-profits are in a position to attract people with the skills and experience that their boards need in order to address critical strategic and financial issues. To access talented executives, non-profits must consider the best approaches to appeal to candidates for their involvement.

There is a win-win-win-win here for businesses, their executives, non-profits and the community, as long as each party considers how to make the effort worthwhile for all who are involved. At a time when non-profits face serious business and strategic challenges, businesses can rise to the occasion and enhance non-profit organisations and the communities they serve.

Source: Alice Korngold is president, CEO and the founding executive of Business Volunteers Unlimited. E-mail akorngold@busvol.org

*Adapted from
The NonProfit Times
September 1, 2003*

Recruiting the perfect mix of trustees

Building board diversity

Creating a diverse board is a difficult task that requires an enormous investment of time, effort, and resources, say those who have conducted such searches.

Old-fashioned word-of-mouth advertising doesn't always work well for identifying such a diverse pool of candidates, so non-profit leaders who wish to diversify their boards must adopt alternative techniques.

Above all else, such recruitment strategies involve some serious soul-searching about the mix of people that a particular board needs.

Many non-profits suffer from a 'recycling rut'. When looking for new board members, trustees tend to seek those from their immediate circles of influence, most of whom look like, think like, and experience life just like they do.

This process can create huge organisational blind spots: An organisation at a total disconnect with its constituency, or a foundation whose endowment has plummeted or a non-profit that has become mired by mismanagement scandals.

A more heterogeneous mix ultimately results in better decision-making, programme development, and service to constituents.

Defining diversity

The first step towards creating a diverse board is to define what 'diversity' is needed.

The word may first conjure up a racial and ethnic mix, which is certainly a part of it, but diversity of thought, background and experience is just as important.

The clearer a charity's goals in recruiting a diverse board, the easier the process will be. Be explicit with everyone involved in the search. But tread carefully. When factors such as race, ethnicity, sex or age are among the search criteria, charities must decide whether to disclose that detail to potential candidates.

You may even consider consulting with a legal adviser who is familiar with discrimination laws before proceeding.

First steps

Charities approach searches for diverse candidates in a variety of ways. After doing the most obvious – canvassing current board members for their contacts – compile a master list of all professional, community and service organisations that serve as gathering places for the people sought for the board.

Organise the list by aligning those groups' missions with the charity's and begin attending these organisations' public events and building relationships.

Turn to peers in the field: Call the leader of a charity with an enviable board, and find

out how the members were found and courted. The organisation's head may even recommend candidates.

Non-profit organisations can also try to develop their own talent pools. Mary Brinegar, president of the Dallas Arboretum, suggests that committee work can help draw in new trustees. The Arboretum grooms volunteers it invites to appear on its committees to become fully-fledged trustees.

'By encouraging diversity of ethnicity, levels of experience, and industry among your task forces and standing committees,' Ms Brinegar says, 'you find yourself with a wealth of leadership in the trenches that you are anxious to move on to the next level of involvement.'

Outside recruiter

If a charity has the money to spend on the effort, it might enlist the help of an outside recruiter. If the recruiter finds the right board member, his or her contributions to the charity may reimburse the expense.

In such cases it is more important to find a head-hunter who is specifically experienced in diversity research and recruiting than one who specialises in non-profit clients.

The most important thing to remember when recruiting to enhance a board's diversity is not to limit the criteria, says Kenneth McCrory, co-founder of an accounting firm in Pittsburgh, who sits on the nominating committees of several boards.

He says that too often boards are so focused on fundraising that they discount candidates who may lack deep pockets but who bring other assets.

Eric Villines, a senior associate at the Dallas office of Burson-Marsteller, a public relations company – and one of the newest members of Dallas Challenge's board – is an example of a trustee who brings more than fundraising clout to his board service. His expertise led to the development of a new logo, website, and other marketing material for the organisation. He is thrilled to put his skills to use for a cause he cares about, and says he feels the board's new-found energy at every meeting.

'The way I see it, a diverse board has the ingredients of an unknown recipe,' he says. 'We may not know yet what we are cooking, but having such a variety of ingredients to work with gives us the greatest chance of baking up something fabulous.' ■

Adding diversity to a board means more than including members of various races and ethnicities – it also means recruiting new trustees to create a greater mix of skills and constituencies.

*Adapted from
The Chronicle of
Philanthropy
December 1, 2003*

Turn non-contributing board members into annual donors

If you are trying to turn a board with little history of giving into one whose members give annually, follow these tips from Iris S. Nahemow, president of the Pittsburgh-based development firm, Nahemow Associates.

The first step, according to Nahemow, is to engage your board members in fund development by educating them, keeping them on schedule and letting them know how they are doing.

With this approach, Nahemow says, you can go a long way toward turning a non-giving board into one that gives.

'Board members need to know when they are recruited to serve, that making an annual gift to your organisation is a board responsibility,' says Nahemow. If making an annual gift isn't currently part of the list of responsibilities you show board prospects, take them through the process of redoing that list and get annual giving listed as an expectation.

She recommends finding a champion on your board – preferably the president – to lead this change. Then hire an excellent trainer who can do a session on why the board members need to give first, and give annually.

'Keep the training light, humorous and interactive,' she says. 'During the training someone will inevitably comment that they are required to give to other boards they serve, and other heads will nod in agreement.'

Making this training part of the 'responsibilities-of-the-board' training, will make it seem part of the package, says Nahemow.

She gives these additional tips for getting board members to give:

1. Ask a highly respected individual to chair the campaign.

2. Create pledge-cards for each board member. Ideally, the board president should make a gift first, solicit the executive committee,

and then ask the executive committee members to solicit the rest of the board. If, however, the group isn't ready for individual solicitation, consider having the chair make a presentation to the board at a meeting and pass out the pledge cards in individual envelopes (a name on each one) with a written letter restating what was just presented.

3. Set a board goal and have the chair announce the goal. Although it would be best to engage a handful of board members in setting a challenging but realistic goal, you'll have to be the judge of whether to trust their judgement in setting that goal.

4. Ask people to be generous, reminding them why the funds are needed. Help them understand that they are setting a precedent for all other annual giving. And, by all means, emphasise the importance of 100 per cent board participation in annual giving.

5. Set a date for pledges to be returned in the enclosed envelope. Have your board chair – or another more appropriate board member – be prepared to make contact with anyone who doesn't meet the deadline.

6. Keep the topic alive. Announce the amount raised and applaud their efforts. As the year progresses, keep board members mindful of how their collective giving compares to others (friends, alumni, businesses etc). A little competition never hurts!

Source: Iris S. Nahemow, Ph.D., Nahemow Associates LLP. E-mail: isn@nahemow.com Website: nahemow.com ■

*With acknowledgement to
Successful Fund Raising
April 2002
Volume X, No.4*

Looking for training?

The Southern African Institute of Fundraising offers a variety of courses on an ongoing basis. Visit www.sai fundraising.org.za to find out when courses will be run in a centre near you.

Responsibilities of the board of trustees

- Develop the organisation's mission and monitor progress towards its achievement.
- Maintain a focus on the core business of service delivery.
- Recognise the benefits of outsourcing activities which are not core business.
- Ensure responsible financial governance.
- Apply business and professional expertise to the day-to-day administration.
- Encourage key staff members with praise and recognition.
- Grow the public awareness of the organisation and its work.
- Use their influence, position and contacts to influence financial and 'in kind' help for the cause.

- Make annual donations (and/or a meaningful bequest) to both lead by example and experience what it is to be a donor.
 - Step down when lack of time (or loss of interest) prevents their full involvement.
 - Help recruit other suitable candidates to the board (and give them a full orientation).
- Recommended reading: *Managing the Non-Profit Organisation* by Peter Drucker. isbn: 0887306012. *Accountability and Effectiveness in Non-profit Organisations* by James Cutt. isbn: 0415213398. *The Governance of Public and Non-profit Organisations* by Chris Cornforth. isbn: 0415258189. *Nonprofit Boards* by John Tropman. isbn: 0878686940. *The Board Member's Guide to Strategic Planning*. isbn: 0787908258. ■

Your board as a strategic asset

The Enron liquidation sent ripples through the world and an increased need for good governance became increasingly clear. In the business sector, accountability, transparency and effectiveness are the requirements of a good non-profit sector.

In the for-profit sector, shareholders and management boards watch operations closely, as a wrong policy decision could impact directly on their pockets.

But in the non-profit sector there are no shareholders; the 'consumers' are generally the grateful recipients of whatever services they can get.

The full weight of ensuring good governance rests squarely on the shoulders of volunteer board members.

The primary role of the board is to ensure that the mission and vision of the organisation continues to meet the needs of the consumers of the organisation through good governance.

In the non-profit sector, governance is perceived to be the combination of the authority to direct operations, while having the responsibility to be accountable for the organisation's actions and conduct.

Responsibilities

The board's responsibilities include:

- Setting the direction of the organisation.
- Ensuring that the organisation has sufficient resources to achieve its aims.
- Providing oversight of the organisation
- Ensuring that the organisation remains part of the community.

The achievement of these aims should influence the way boards organise themselves and conduct their affairs, and this directly impacts the value they add to their organisations.

The board members however can and should expect the organisation to provide board education on the responsibilities and duties of the board as a whole, and of the individual board members.

They will be held accountable for their performance. This sounds simple enough and many people know this.

So why does it not happen? If your board is not a strategic asset to your organisation, what will be the real cost to the organisation itself and to the people it serves?

Could it be that the many non-profit organisations are under-utilising their boards?

Most board members are selected for their skills and expertise – but are these being harnessed and utilised effectively for the promotion of the organisation? Are board members becoming despondent because they feel that they are not contributing meaningfully to the organisation? How do we ensure that our

boards are strategic assets?

There is no 'one size fits all' model on how boards should operate. It's better to ensure that the board operates within a set of broad guidelines. BoardSource suggests that these parameters include three basic standards of conduct: the Duty of Care, the Duty of Loyalty and the Duty of Obedience.

Duties

The Duty of Care means that board members must exercise due care in all dealings with the organisation and its interests.

This includes careful oversight of all financial matters, minutes of meetings and attention to all issues of significant concern to the organisation. They have a duty to raise questions when anything may appear questionable.

The Duty of Loyalty relates to conflicts of interest, including the appearance of conflicts of interests as they could relate to personal or professional conflicts of interests.

The Duty of Obedience is to ensure that the organisation's central purpose should guide all decisions.

These duties can be further expanded to include the following basic responsibilities of a board:

- Determine the organisation's mission and purpose.
- Select the chief executive, principal or manager.
- Support the chief executive and assess his or her performance.
- Ensure effective organisational planning.
- Ensure adequate resources for the organisation.
- Oversee resources effectively.
- Determine, monitor, and strengthen the organisation's programmes and services.
- Enhance the organisation's public standing.
- Ensure legal and ethical integrity and maintain accountability.
- Recruit and orient new board members and assess board performance and board development.

The ideal model for the management and governance of a non-profit is a balanced relationship between the senior staff personnel and the board.

With the board focusing their attention on policy matters, advised by the senior staff person while the senior staff person focuses on the internal management of the organisation, advised by the board.

This creates a harmonious partnership with benefits for all parties – especially the organisation and its consumers. ■



Gordon McDonald is the Director of the Ubuntu Community Chest. He recently attended a BoardSource international fellowship in Washington, DC through the generosity of the Alcoa Foundation.

Raising funds overseas

A surge in the value of the Rand – and increasing competition – is bad news for local organisations raising money overseas.

Gareth Jones of Downes Murray International attended a recent SAIF workshop on foreign fundraising hosted by Fazila Farouk of Thusanang – the Southern African funding facility. Here are some of Fazila's tips for local fundraisers.

Track record

Foreign donors are only interested in organisations with a proven track record. Newly formed organisations would be well advised to first seek support within their own community before approaching a foreign donor. Foreign donors are especially interested in success stories, and NGOs should ensure they document several of these and, if at all possible, make them available on their website.

Good governance

Foreign donors insist on good governance. They want to see their money going to the people who need it most. To make sure that funds are used as they were intended, they take a great interest in the organisation's board. They are particularly interested in who makes up the board, how they participate, and how they personally contribute to the NGO.

Research

It's a mistake to phone a foreign donor 'out of the blue', and worse still, to send a proposal without any initial contact. Fazila recommended that you do as much initial research as possible on the donor, before making contact. A good place to start is by looking at the donor's website in detail, where you're likely to find their criteria for giving, the procedure to follow when contacting the donor, and which organisations they're currently giving to.

This information will help you to tailor-make your proposal to meet each donor's specific needs and funding criteria.

Marketing

Ensure that your message is being heard in the funding community. Fazila recommended that every NGO – no matter how big or small – invests in a website. The first thing foreign donors do when they hear about an NGO is look it up on the Internet.

Monitoring and evaluating

It seems that foreign donors are becoming ever more insistent that any programme being funded by them has built-in monitoring and evaluation systems. So much so that they are prepared to fund specific people within the project solely for that purpose.

Operational costs

The good news is that foreign donors will fund operational costs, but only if they relate to the specific project they are funding. So, for instance, they will fund part of a secretary's salary, if the proposal can show a need for a certain number of hours of secretarial work.

Follow up

Finally, Fazila explained that anyone approaching foreign donors will eventually be told if their application has been unsuccessful. This is not the time to give up. As long as you have identified that the donor does support the type of work you do, you must ensure the lines of communication are kept open. Letters explaining how your work is progressing will help the donor to come to know – and respect – your organisation. So when funds become available, your organisation will be the first one they think of. ■

“Reprinted with Acknowledgement to ...”

Fundraising 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, 51104 (12 issues per annum \$149) website: www.stevensoninc.com
- The NonProfit Times, 190 Tamarack Circle, Skillman, NJ08558 (\$129 per annum) website: www.nptimes.com
- The Chronicle of Philanthropy, P O Box 1989, Marion, Ohio, 4335-1989 (24 issues – one year 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

Fundraising Forum is edited by Richard Solomon and Terry A Murray and published by Downes Murray International.

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 the 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.

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