

Hang on to those donors!

With more than 130 sessions to choose from, delegates at the 24th International Fundraising Congress held in the Netherlands recently, were spoilt for choice. Downes Murray International's Creative Director, Richard Solomon, was there, and reports on one of the information-packed workshops.

Forum survey a great success

The 12.9% response rate to our reader survey would be the envy of many a direct mail campaign. Thank you to all our readers who took the time to complete the survey and mail it back to us. Congratulations to Mr T K Resane of Youth for Christ Eden Glen who won a copy of Jill Richie's latest book – *Foreign Fundraising* for returning the survey. We will be covering more of the topics which readers ranked highest in the survey, in future issues.

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Donors are potentially lapsing from the moment they first give to your cause. Consider this statement – and then list the ways how you work to keep your donors on board.

It may seem obvious, but donors' interest in your cause is highest when they first donate. Their reason for giving is still fresh in their minds, and they're still really interested in how their money will be used.

But if you're not careful, they'll lose interest over time ... and that's when you risk losing their support.

In *Keeping Your Supporters* Adrian Sargeant (Professor of Nonprofit Marketing at Henley Management College) and Paul Farthing (Managing Director of Target Direct), gave delegates valuable insight into why donors stop supporting charities – why they lapse.

Lapsed?

They stressed the importance of being sensitive about lapsed donors. When has a donor lapsed? Does the donor realise they haven't given for a while? Have you nurtured the relationship? Who's to blame? Chances are, your organisation didn't do enough to keep your donor enthusiastic about giving regularly.

Retaining supporters is vital in today's marketplace. High recruitment costs make investing in donor relationships essential.

Recent research reveals that reducing attrition rates by just 10% can lead to a 150% increase in lifetime value of a donor. And donors who have been carefully

nurtured and retained often go on to become volunteers, or – even better – leave a Bequest to your organisation.

So how do you do it? First consider whether you're making friends with the right people – people who are most likely to give regularly. It's vital to select the best lists of individuals – the 'hottest prospects'.

Once you've identified potential supporters, it's time to develop a friendship. Introduce yourself – listen to their needs – and keep in touch with well-written, targeted communications.

And be sure to go the extra mile. Show your supporters how they are making a valuable difference in your organisation's work. Make them feel part of your cause!

You should also protect against 'external threats' – other charities competing for support. This is where you have the chance to get donors locked into a relationship by increasing their involvement in your cause.

Increased involvement (volunteering, activism etc.) deepens the emotional bond between supporter and organisation, and the donor's sense of belonging.

And finally, consider what it's like being someone who supports your organisation. How are you being treated? Do you feel valued and involved? Do you feel like you're making a difference? If your answer to any of these questions is no, then now's the time to take action!

The 25th International Fundraising Congress takes place from 18-21 October 2005. Visit www.resource-alliance.org ■

NPO Tax exemption deadline looms

Non-Profit Organisations previously exempt from income tax need to reapply for such exemption before 31 December 2004.

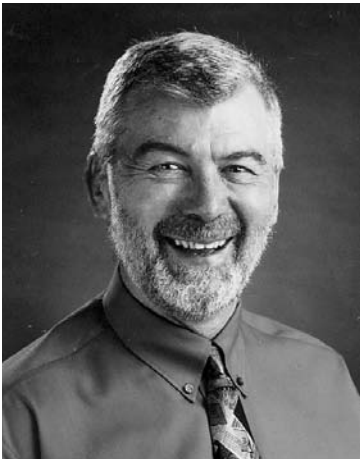
A failure to reapply by 31 December 2004 will result in the public benefit organisation forfeiting its tax exemption status.

This means that companies and individuals who make donations to these organisations will be liable for donations tax.

These organisations then have five years to ensure their constitutions, trust deeds or memorandums and articles of association are amended to comply with the provisions of section 30, and to furnish the commissioner with the amended document.

It is recommended that organisations seek professional advice on the above amendments and that they comply with the new legislation timeously as it is highly unlikely that SARS will be granting further extensions to organisations. ■

The power of the challenge gift



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

There's a powerful fundraising opportunity that is open to every single not-for-profit organisation – large or small – and that's the use of a 'challenge' or 'matching' gift.

Here's how it works. A wealthy and generous donor, corporate sponsor, Board Member or Trustee agrees to put up a specific sum of money on the basis that you will go out and raise a like amount from other sources.

In other words, the donor is providing you with a powerful incentive or 'reason to give' that you can then market to other potential donors.

The concept will often work best if it is linked to a specific project or need, such as a new building or perhaps even the launching of an Endowment Fund.

And there are many variations on the idea:

- The challenge gift might be a matching gift of one Rand for every Rand that you raise, or it could be on a 'two for one' or 'three for one' basis.

- More than one donor might put up the challenge amount. e.g. a group of alumni or parents; all the members of your board clubbing together; a donor making a gift in memory of a loved one or as a tribute to someone still living; or it might be from a company, trust or foundation.

- The challenge might relate to performance goals rather than money e.g. it will be given if you increase your number of donors by 25% or raise say 20% more than you did last year from your annual fundraising programme.

Opportunities

Then there are a whole group of ways in which you can make this opportunity work for you:

- You can use a challenge gift in your direct mail programme as an incentive for existing donors to give more often or more generously; or as a reason for lapsed donors to 'return to the fold'

- For schools and universities, it is a particularly effective tool for increasing giving from parents and alumni—especially if it is tied into a new facility or project which is close to the hearts of these supporter groups.

- The challenge or matching gift is a particularly strong method of drawing both attention and support for a totally new funding concept. For example if your organisation

doesn't at present have an Endowment Fund, you can use the Challenge Gift amount to launch the project with a 'bang' and even to get wider publicity in the media.

- If your challenge gift comes from a corporate donor, you can make it work for you as a method of increasing support from others in the corporate sector—possibly starting with companies in the same line of business as your challenge donor.

- You may even persuade your corporate donor to make a matching gift which allows you to approach all of their employees to collectively give the same amount as their employer.

The possibilities are so interesting and exciting that they should be enough to encourage you to put a real effort into securing a challenge gift to enhance your fundraising programme and income in the financial year ahead.

Secret

The secret to getting started is simply to decide on a list of potential donors who are most likely to be challenge gift prospects for your organisation—and then put yourself in their shoes for a moment.

Think about what goal or project within your organisation would excite them or be of direct or indirect benefit to them.

Then put together a presentation (a written document or perhaps a Power Point presentation) which shows how you plan to use the gift to generate

double or treble the amount they donate.

Enthuse them about how their investment will produce dividends of many times its face value and, if appropriate, how they will be the 'heroes' when the goal is reached.

Point out the fact that challenge gifts have been successfully used in other parts of the world for years, but that they are a relatively new concept in South Africa so you are presenting them with an opportunity to be part of a 'first'.

And, of course, focus strongly on the benefits for both your organisation and its constituencies when the challenge amount is matched or exceeded.

So, I urge you to take up the challenge and become among the first South African organisations to make this opportunity really work for you to enhance your fundraising income or achieve a long-cherished goal. ■

"The possibilities are so interesting and exciting that they should be enough to encourage you to put a real effort into securing a Challenge Gift"

Milestone Thinking

On-target observations in brief

It's much easier to renew a current contributor than to secure a new one. Review the names and amounts of recent contributors and develop strategies to gain repeat, and if possible, increased contributions from this group.

*With acknowledgement to
Successful Fundraising
Volume XI, No. 6, June 2003*

People should have confidence when they write a cheque for charity, the money will help the needy, not the greedy.

*With acknowledgement to
The Chronicle of Philanthropy
April 15, 2004*

Rewrite an awkward or unfocused letter as a one page telegram. Doing this reduces a letter to its essence. Later, the writer can let it breathe again.

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

It is difficult to give away kindness. It keeps coming back to you.

Cort Flint

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

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

The purpose of a direct mail fundraising letter is to ask for financial help. Be sure you do so – clearly, explicitly and repeatedly. The 'ask' should not be an afterthought, tacked onto the end of a letter.

*With acknowledgement to
Mal Warwick
visit www.malwarwick.com*

At the upper levels, there's more of an emphasis on contributing to the mission of the organisation, and belonging, and being part of a group.

*With acknowledgement to
The Chronicle of Philanthropy
April 15, 2004*



A giving nation

Research conducted by the Centre for Civil Society, the Southern African Grantmaker's Association and National Development Agency shows that more than half the South African population made monetary contributions or gave of their time to charitable causes.

Ninety three percent of the respondents said they gave money, time or goods either to an individual or to a cause in the month leading up to their interview.

The research showed that South Africans contributed a monthly average of about R930 million or 2.2%, of the total monthly income for the working-age population.

The research is far reaching and includes respondents who made monthly financial contributions to charity as well as those who, for instance gave food to street children.

About a third of all respondents gave food or clothing and close on 20% gave their time. Women headed the list as the most giving of their time and black volunteers recorded the highest contribution of their time.

Poverty seemed not to affect the compassion of the poor, as they were 23% more likely to volunteer their time, compared to more affluent citizens, of whom 17% gave of their time.

'Volunteering in South Africa is not the preserve of the middle class with time and resources at their disposal which we also saw was true of other types of giving,' stated the study.

South Africans give priority to children, who were ranked as most deserving by 22% of respondents. They were closely followed by people living with HIV/Aids at 21% and the poor who received 20% of the priority. ■

From volunteer doctors who give their time for free, to donors who give cash gifts, more than half of all South Africans support charity in some way. This report courtesy of This Day newspaper.

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.



Mixed bag in the mail

Another roundup of current fundraising mail packs, newsletters, leaflets and annual reports evaluated by our panel and edited by Sheila McCallum.

Donor recognition is one of the key functions of an organisation's newsletter, and although this example from *World Vision* (pictured alongside) offers a few words of thanks in the message from the director's desk, we felt it could have done more to make supporters feel appreciated.

Apart from some odd layout choices, including a headline in the middle of an article, the newsletter does a workmanlike job of reporting back on the organisation's achievements, and the 'Q and A' interview with one of the child sponsors is a nice touch.

What really doesn't work is the tear-off donation coupon, which describes numerous payment options, but inexplicably has no space for the donor's name or address details! Again one senses the organisation's focus is on itself and its programmes rather than on its supporters.

Break with tradition

In sharp contrast is the latest annual report from *Breadline Africa*. Forgoing the formality of the traditional annual report, this A5 leaflet is written in the style of a personal, one-to-one letter from the Project Officer, Edna Titus – and leaves supporters in no doubt that they are at the heart of the organisation.

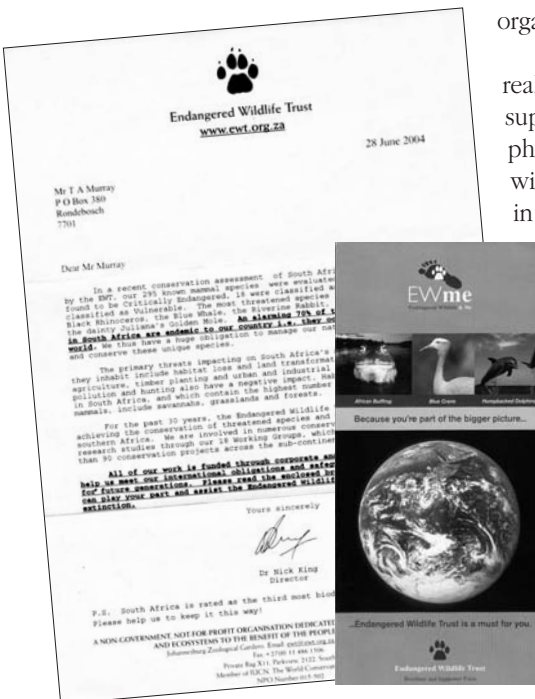
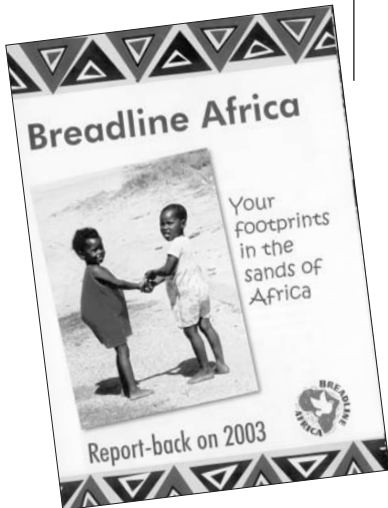
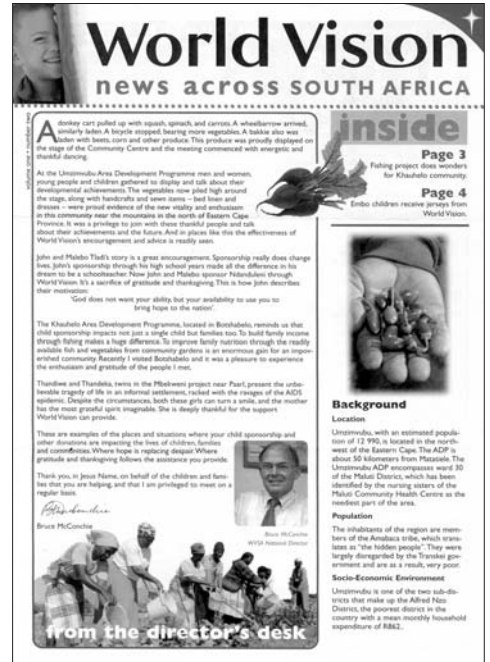
The concise, warm and very real descriptions of the projects are supported with great full colour photographs and liberally sprinkled with thanks to donors for their role in the work.

Large, clear type, easy to follow layout and simple pie-chart financial reports make for an easy and informative read.

However, I found the concertina fold-out format a little unwieldy – a standard booklet with a stapled spine would have worked better.

Is anyone reading this?

Unfortunately, readability was not a priority for this appeal from the *Endangered Wildlife Trust*. One glance at the covering letter,



crammed edge to edge with tightly-packed type, would probably be enough for even the most ardent supporter!

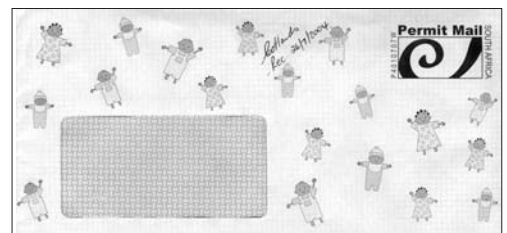
For those who persevere, there's a mind-numbing barrage of alarming facts and figures about the state of our natural resources – all too much to absorb in one hit – culminating in a rather vague and luke-warm call to action: 'Please help us meet our international obligations and safeguard our threatened species for future generations.'

Much better was the accompanying leaflet, variously described by our panel as 'professional', 'attractive' and 'a nice piece of design'. Incorporating a tear-off donation form/self mailer, the leaflet achieves what the letter does not – a personal connection between the reader and the organisation.

Mint green babies

Without getting into a full analysis of the latest *Cotlands* appeal mailing, we felt this pack deserved special mention for its fresh and appealing look.

From the outer envelope, sprinkled with mint-green cartoon babies, to the donation form, on which more babies hold up placards with suggested donation amounts, the pack has a cute and lively feel that's guaranteed to elicit a response from donors. Well done!



Partnerships – not patronage

I confess: I was already a believer – long before Sue Adkins enlightened my fellow delegates on the benefits of Cause Related Marketing at the recent CAFSA conference.

Who better to unknowingly reward my faith – and present a watertight case for CRM – than the woman who's recognised as putting it on the map in the UK?

But first, let's clarify what it is. In her book, *Cause Related Marketing: Who Cares Wins*, Adkins defines CRM as 'a commercial activity by which businesses and charities ... form a partnership with each other to market an image, product or service for mutual benefit.'

It's a commercial relationship, in which each party expects a return on their investment whilst fulfilling clear marketing objectives.

In the UK, a CRM-linked product is bought every second. And 85% of causes there see CRM as a critical part of their fundraising mix.

But before we all beat a path to South Africa's unsuspecting brand managers, please take a deep breath. Because aligning yourself with a brand or business means you have to first find 'The One'.

Single and searching ...

An essential pre-requisite for a successful match is the 'fit' between the partners – the link between the product and cause – and shared objectives. Without that, any CRM programme is doomed at best and damaging at worst.

Plunging into the wrong partnership can wreak more havoc than heart-break, by shattering your credibility and alienating supporters.

Assess potential partners on more than face value. Consider reputation, social and environmental policies; potential conflict of interests – in short, do your homework.

First date

Once you've identified your partner, examine your objectives. What do you want from the partnership?

Whatever it is, be able to justify it from every conceivable angle, and be able to justify why the potential partner should enter into a relationship with your cause. Remember, CRM partnerships are about mutual benefit. No matter how compelling your cause, or

how worthy the beneficiaries, or how great your needs, you need to present a flawless business case.

Bear in mind that your brilliant business case must sit within the parameters of the company's CSI focus.

Top tips

While it was beyond the scope of a workshop session for Adkins to cover the full scope of CRM, she did offer tips for a winning programme, such as:

- *Passion and energy:* If either you or your corporate partner can't fire up your excitement engines over the campaign, can you expect consumers to care enough to support it? True passion is never half-hearted.

- *Clear affinity:* This is so crucial it bears repeating: ensure there's a clear link between the brand/business and the cause. Ensure there's a clear link between the brand/business and the cause. By way of bizarre example: the idea of Barbie doll sales benefitting *Girls & Boys Town*? What would Ken think? Or Mrs Consumer ... after she'd stopped shaking her head (or laughing hysterically).

But *Bata Tougbees* and *Boys Town*? Now that makes sense.

Look before you leap

- *Commitment:* One hundred percent of it is required from everyone – from the top executives to the factory floor sweeper. Commitment to the campaign means getting buy-in from everyone within the corporate and cause.

- *Partnership:* That magic word again. Ownership of the campaign must be shared, from the outset. Since both corporate and cause have a vested interest in its success, it must be based on principles such as integrity, honesty, transparency, mutual respect ... much like a fulfilling marriage.

So, look before you leap into CRM. It's not about a Band Aid for an ailing brand – or quick-fix funding for a cash-strapped charity.

It's more like a multi-vitamin – packed with numerous ingredients which all work together for positive effect. ■



Reaching the right bellies ... the Tiger Brands Unite Against Hunger initiative enhances the capacity-building and hunger relief efforts of two NPOs – and thousands of hungry South African children.



At the recent Charities Aid Foundation Southern Africa (CAFSA) Conference, Companies in Communities: Sharing Innovation, the need for partnerships between corporates and NPOs was highlighted at every turn. Downes Murray International copywriter, Marisol Gutierrez attended the sessions on Cause Related Marketing (CRM).

Take spam with a pinch of salt

The most hated commodity in the universe ... or misjudged asset? Sheila McCallum makes the case for wholesome spam.

'Mozilla thinks this is spam,' said the message on my e-mail software programme.

Fine. Except the suspect message was one I'd actually sent out myself, bouncing back because the recipient's e-mail address was incorrect!

Within minutes came another warning. This time, the 'spam' turned out to be a message from a credit card processing system confirming a donation I'd just made online.

When even legitimate e-mail is regarded with deep suspicion, you have to wonder if we haven't become a little over-zealous in our efforts to stamp out spam.

Hysteria

The very mention of the word is enough to elicit an hysterical tirade from most people. The same folk who arrive home after work to find their post-box crammed with leaflets they didn't ask for, advertising products they have no wish to buy.

How do we deal with that? By wrestling the jam of paper out of the box, carrying it inside and disposing of it in the trash – after giving it a quick once-over just in case there is something of interest.

What we don't commonly do is explode with rage, demand the head of the low-life who delivered it and coil razor wire round the post-box to prevent any other unauthorised invasions.

So why do we over-react when an e-mail message from someone we don't know arrives in our Inbox?

Granted, being the target of hundreds of nuisance e-mails can account for a significant amount of wasted time. But unless the volume is truly extreme – or the message is offensive – the simple response to unwanted e-mail is *click + delete*.

Spam blocks

Chances are though, that your ISP is censoring – or 'filtering' – your e-mail for you, whether or not you've requested this service. In other words, they are making decisions about what you will and will not receive.

But, according to Arthur Jenkins, production manager of local ISP, *Tradepage*, 'It's very difficult to set rules and standards for what should and shouldn't be blocked.'

'Some customers ask us to remove the spam block filters entirely. Others insist on having *more* controls in place.'

Smaller ISPs can customise filters for individual customers, but clearly this isn't



Sheila McCallum is a copywriter and web developer at Downes Murray International

feasible for major ISPs with thousands of customers; unilateral decisions will be made on which e-mails wind up in your Inbox.

Points system

Most ISPs use a far from perfect points system to rate incoming mail.

Negative points are allocated for, among other things, messages that contain HTML code rather than plain text; that have attachments, particularly .exe files which could be infected by viruses; that are addressed to numerous recipients; that contain hyperlinks within the message; that are set to 'high priority'; and, strangely enough, those that read 'Dear ...' rather than the more commonly used personal greeting 'Hi ...'.

'Good' spam

As a consumer, I appreciate messages alerting me to discount airline tickets and hotel accommodation, software updates and new web tools, upcoming conferences, health products, banking services and charity campaigns, among other things.

Without this unsolicited mail, we would be cut off from new ideas, information and opportunities – surely the main *raison d'être* for the Internet in the first place?

From a fundraising point, e-mail is a convenient and economical communication channel ... an opportunity to inform people who might otherwise never hear about your cause or campaign, and to invite them to get involved.

Permission-based (opt-in) mail is great in principle. But if potential supporters don't know about your organisation in the first place, how can they give you permission to e-mail them?

Legalities

As yet, there is no law in South Africa against sending out unsolicited e-mail. But if you send out mail and the recipients complain, you run the risk of having your server black-listed, effectively putting you out of business.

My feeling is that we need to take spam with a pinch of salt! Provided it is informative, well-conceived or interesting – and doesn't take hours to download – spam is less irritating than the majority of ads we see on TV, hear on the radio or read in the paper. ■

Disc continued?

Annual report forgoes paper for CDs

Taking these hazards into consideration, Catholic Charities of St. Paul and Minneapolis (CCSM) released its 2002 annual report on CD and it has been a success as both a reporting and developmental tool, officials said.

The organisation originally ordered 3000 CDs and added an additional 1000 when the response was overwhelmingly positive.

CCSM produced casing for the disc in the form of a folder that housed a printed letter from leadership and the Archbishop, all the donors' names (gifts of \$1000 and higher) and the financials, explained Leslie Johnson, communications director at CCSM.

The folder was included in recognition that not all of its donors may be computer literate. By printing out the most important information, the organisation covered all its essentials should a person not pop in the CD.

But, the disc was more than just a sidebar.

'I would call the CD a little something extra,' Johnson clarified. 'The information contained in the packaging was the little something extra. If we could've gotten away with just sending out CD-ROMs in jewel cases we definitely would've gone that route. There was an added expense in putting together these folders. But it wasn't anything like if we would have done a full-blown paper version of the annual report. We realised that it's such a new concept that not everyone would adopt it right away.'

Cost

Johnson said the discounted cost of the CD was less than CCSM's normal paper annual report production costs. The CCSM disc was elaborate by Johnson's admission. But, she said that a much simpler, more straightforward format at a full fee would still be less costly than paper reports.

'People don't want to read,' said Jayna Arveson, director of sales and marketing and official 'Maven of Inspiration' at Linking Solutions.

'They don't want to read facts and figures as much. We've found that we had a lot of narrative that people would rather listen to. It has a lot more to do on it than just 'here's the numbers'. It ended up being a really great fundraising piece for them, that had a lot more impact than just the numbers.'

Production of the annual report on CD was a first for both organisations, but

Arveson extolled its benefits and the ease of providing content. Video clips provide emotional connections and should be as close to the original footage as possible due to deterioration of quality, she said. About 70 minutes of video can fit on a CD.

Text can be manipulated into different formats if it is provided in Rich Text Format. Images can be transferred through .jpg files and sound and music with basic .wav files. Both can be combined into a slide-show with voice-over work if an organisation does not have video on hand or the budget to film it.

If an organisation does not have music, original material can be created, as it was for CCSM.

Paper-saver

Among the other paper-saving qualities provided by a CD is that multi-lingual translations can be on one disc, eliminating the need to make copies for various audiences.

During the planning stages, Johnson considered all of the options. 'I did a little outline of how I would like the CD to be structured, with all the menus and what would be contained in each menu,' she explained.

The only material that CCSM created specifically for the CD was its interviews with officials from senior management. It simply involved hiring a videographer and sitting to talk about the previous fiscal year and how it related to each division.

The entire report can be uploaded to CCSM's website, where visitors will be able to download and view the report.

When it comes to the selection of bells and whistles, Arveson advised placing a 'What's New' button on the disc. Non-profits want the life span of a CD to last a while – preferably more than a year when possible. If they have a Website that is constantly updated, they can have the CD link to that specific page with that really meaty, juicy information. So if someone uses the CD six months from now they can click on that 'What's New' button for the latest news.' CCSM's initial CD endeavour was a test worth taking, according to Johnson.

'When people received it, there was a lot of credibility factor that went with that. We never had so many people respond to our annual report.'

The annual report paper ream is often so bulky that you would have to be Turkish strongman Naim 'Pocket Hercules' Sulleymanoglu to lift it. That says nothing of the task of filtering through page after page of words and numbers so that the eyes eventually meld into forms that may as well be Sanskrit. Craig Causer reports on a new way to present your annual report.

*Adapted from
The NonProfit Times
May 15, 2003*

Upgrading donors

Enticing donors to give more

Turning small donors into major givers may sometimes seem like an alchemist's experiment. Upgrading mid-level donors offers promise, even if their loyal giving is more silver than gold.

Jack Doyle, president of Amergent, a Peabody, Massachusetts-based firm, offered his ideas on how to move mid-level donors up the giving ladder.

Doyle said 'mid-level' donors are defined differently by different organisations. For many organisations, they are donors who give between R50 and R1000 per year. Generally speaking, he said, 'They're below who you refer to as major givers'.

Still, these donors may represent upwards of a third of an organisation's annual fundraising revenues. But donors who upgrade and become much larger givers might be only five percent of the organisation's donor base.

Durability

What is most distinguishing about the mid-level donors is their durability over time.

The average number of donations these donors make exceeds 10 per person.

Upgrading solid, mid-level givers should be done somewhere in the middle of their donor lifetime – perhaps after five years or more.

'Do no harm' is the first rule in dealing with these donors. Doyle emphasised the need to thank these long-term donors and that the relationship should be one of mutual trust.

'You are counting on them for many more years,' he said. 'It changes the way you write.'

You still need to present these donors with a case and a call for action that addresses the organisation's mission, he said. The idea is to focus on one special campaign that accumulated donor research shows the person may support and to keep

that support separate from the general annual giving reports.

Three steps

He said the approach involves three basic contacts: first to announce that a special giving opportunity will be coming and that the campaign will be looking for big gifts. Be open that the gift will likely exceed any single gift that the donor has ever made to the organisation. Inform them that another message will follow soon, and you hope they'll be able to say yes.

If the donor is not able or willing to make such a gift, have an 'elegant donor retreat' option. 'Give them a way to be a hero (with a smaller gift),' Doyle said.

The second contact lays out the whole picture with full disclosure of donor recognition benefits. But there should be no wavering on the giving level. 'You're still looking for all those who are able to upgrade to self-identify, he said.

The third contact is a follow-up, where telephone calls are effective - though most choose to mail a reminder.

At this point, donors are allowed to participate at any level they wish, he said, 'to satisfy their 'can't say no' behaviour.'

These gifts should be flagged. 'It's not to be put in your regular processing,' Doyle said. 'Treat it as special in later renewals. You asked for it as a one-time gift. Make sure it's treated that way.'

Annual

That campaign can be continued on an annual basis, however, and the donors that didn't give to the special campaign should still be considered valuable lifetime donors. 'They may upgrade themselves in the future in other programmes.'

With acknowledgement to Matthew Sinclair in The NonProfit Times, September 15, 2003.

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, Internet fundraising and website design, 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 more information contact your nearest office.

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Season's Greetings

The editors, contributing writers and publishers of *Fundraising Forum*

wish all clients and friends a

Merry Christmas

and prosperous New Year.

