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FUNDRAISING FORUM

DOWNES MURRAY INTERNATIONAL

Your newsletter is in fact a 'customer service experience'

No one knows more about keeping notoriously fickle donors satisfied and generous than researcher Adrian Sargeant, Ph.D. – a British academic who was named the first Robert F. Hook Professor of Fundraising at Indiana University in 2006. Tom Ahern reports.

Professor Sargeant found seven things to improve donor loyalty, and as a start we'll begin by listing them:

- Your service quality is good
- Your donors are aware of consequences
- Your donors trust you
- Your donors share your beliefs
- You achieve a personal relationship with your donors
- Your donors are learning (they're on a journey)
- You offer multiple engagements

A donor newsletter can help you make gains with all seven of these 'loyalty inducing' factors. Let's look at just one: service quality.

What is 'service quality'? Rare, unfortunately.

Adrian Sargeant has a warning. To paraphrase one of the great marketing thinkers, (Harvard Business School professor) Theodore Levitt famously noted that, 'in the service context, people generally only know what they want when they don't get it'.

Negative experiences

It's even more complicated. Professor Levitt's comment assumes that people have had a negative experience so clear and strong that it rose to their notice. As in, 'Waiter, this coffee is cold'.

I suspect though that, where donors are concerned, negative experiences are quite frequent.

I'll use my own experience as a donor.

Our household gives to at least 20 charities a year. I can think of just three that are consistently good at their service quality.

The rest?

Most of my charities are failures. I am loosely linked to them. I could drop them without a second thought.

Good service strongly bonds the customer (i.e., the donor) to the specific organisation that delivers the same good service ... because good customer (i.e., donor; have I made my point?) service is so rare.

Let's do a thought experiment. Get a pen and a pad of paper. Put yourself in your average donor's shoes and answer these three questions.

What would you love to receive after you've made your very first gift? What would delight you, had you made a second gift? And, if you'd made a third gift, what would surprise you so much you'd want to tell other people?

Nothing rational

Before you rush to answer, first note the verbs: love, delight, surprise. Nothing rational there. Just heartstrings; trying, hoping to be plucked. I can't make donor newsletters any simpler than this:

They express love for the donor; they bring joy to the donor and they surprise the donor.

If you do all three of these things in your newsletter ... you will have satisfied donors.

We desperately want satisfied donors ... for an obvious reason: because satisfied donors continue giving.

Dissatisfied donors? Well, they're another story.

Actually, they're the far more common story. Most donors (including yours) are currently dissatisfied I can almost guarantee you. I'm not 100% sure. I am, though, 99% sure. And you can't refute me, because you probably have no idea whether your donors are satisfied or not.

Have you ever asked?

I was at a big conference recently. Adrian Sargeant had just finished explaining to a room full of fundraisers how marketers depend on satisfaction surveys to sell more stuff.

Frequent little surveys, he said, provide the feedback necessary to refine products, improve services, and ensure a satisfying 'customer experience'.

Then he asked, 'How many of you have asked your donors how much they enjoy being your donor?'

There were maybe 150 attendees. Not a single hand went up. Thus neatly making his point:

In his *Tiny Essentials* book, Dr. Sargeant observes, 'We seem to be forever playing catch-up in the fundraising profession with lessons learned many years before in the commercial sector. Corporates have known for over 30 years that the single biggest driver of customer loyalty is their satisfaction with the quality of service provided'. ■

With acknowledgement to Tom Ahern
visit www.aherncomm.com

INSIDE INFORMATION

Proactive donors and funders can support volunteers

It's a paradox. In a bad economy, more people are in need of the services provided by nonprofits just as it gets harder to raise funds for those services. People see that volunteers are important and organisations try to recruit more of them.

When budget cutting is necessary, executives slash or even eliminate the internal support necessary to engage volunteers effectively.

The person designated to manage volunteers is often the first position to go.

It is self-defeating to put money before people. No cheque ever writes itself. A prospective financial donor must feel some connection to the organisation before wanting to give money.

Second, research shows that volunteers tend to give more money than non-volunteers.

Third, while one person transmits the monetary gift, it is likely that other family members and friends of the named donor are also contributing time and talent to the organisation.

Perhaps the worst consequence of reducing the budget for volunteer involvement, while supposedly concentrating on fundraising, is that it limits the organisation solely to what money can buy.

The right volunteers, asked to do the right things, leverage all financial donations. They allow an organisation to spend every cent it raises and then do more.

In light of this reality, organisations ought to be fundraising for volunteer engagement, describing the potential results and explaining the costs involved when seeking grants and gifts.

Rarely do proposals to foundations and corporations request money to strengthen volunteering.

Funders can have an impact on the other side of the equation, it would seem important for any donor or grant-making body to ask questions about whether and how an organisation will include volunteers in making the most of money received. Few do it.

All funders want their donations to be used well. That is the ostensible reason for asking agencies to submit project proposals.

Given the influence that comes from controlling the purse strings, funders have a unique opportunity to advocate for volunteers.

There are three major, yet relatively easy ways that a grant-giving body can raise volunteering and community participation to new visibility. All could be integrated into existing proposal processes.

- Funders can require all grant proposals to include a section on how volunteers will be involved in the project.

  It should be expected that a responsible nonprofit wants to engage the community in its work and understands how skilled volunteers can stretch donated Rands.

  The simple addition to a grant application of the instruction, 'please explain how volunteers will be engaged in the proposed activity', can make a world of difference. If no volunteer involvement is planned, the proposal would then need to explain why.

  Suddenly there would be an incentive for organisation executives to be as thoughtful about time donors as about money donors.
- Funders can encourage requests to fund the position of volunteer resources manager. If a proposal describes a plan to recruit and train a new or expanded corps of volunteers, shouldn't the budget reflect what it would take to accomplish this?

  It should be a red flag if no staff position or allocated time to coordinate volunteers is mentioned in the budget. Funders see the connection between management and results, so it is a mystery that most organisations never even ask for appropriate staffing to support volunteers.
- In monitoring and assessing the results of grants, funders should expect reports on the degree of volunteer involvement achieved (quantity) and its impact (quality).

Once community participation has been proposed, financed, and implemented, someone should be interested in assessing whether the effort was fruitful.

Funders genuinely wanting to advocate for stronger acceptance of volunteers have the power to do so. They can reject proposals from organisations unwilling to consider how the right volunteers might expand the success of their projects and services. An organisation seeking gifts of cash while refusing donations of talent is not a good steward of available resources.

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With acknowledgement to
The NonProfit Times
November 2012

MILESTONE THINKING

On-target observations in brief

Done well, a nonprofit elevator speech is a concise, compelling narrative that can at least begin to make the case for supporting a charity's work.

With acknowledgement to
The Chronicle of Philanthropy
22 March 2012

Opening donors' envelopes and looking at the cheques they send and reading the notes or comments they include can make the donation experience real in a way that few other things can.

With acknowledgement to
Successful Fundraising
October 2012, Volume XX, No.10

Fundraising not only is a business; it's just about as tough a business as might exist in today's cynical and brutally competitive society.

With acknowledgement to
The NonProfit Times
15 September 2012

Because so many donors are unwilling to make large cash gifts, many nonprofits are emphasising bequests.

With acknowledgement to
The Chronicle of Philanthropy
20 September 2012

While we do our good works let us not forget that the real solution lies in a world in which charity will have become unnecessary.

Chinua Achebe
Anthills of the Savannah

Gifts should be processed and receipted as quickly as possible. Anything more than two to three days tells donors that their first-time gift wasn't that important to you. Not a great foundation from which to ask for a second gift.

With acknowledgement to
Successful Fundraising
May 2012, Volume XX, No.5

Blogs and social media sites are increasingly part of the tactical arsenal of a good promotion plan, and they offer the very appealing opportunity for consumers to be involved in the organisation at multiple levels.

With acknowledgement to
www.thenonprofittimes.com

Launched in Cape Town seven years ago, the Human Elephant Foundation (HEF) is committed to initiating discussions that create a more sustainable world – using elephant statues.

Once upon a time there was an elephant ...

Founder, Andries Botha, uses the elephant as a metaphor to awaken the yearning for forgotten conversations between humans, the earth, and all living things.

Botha's vision started in 2006 when he was asked to present at a prestigious international sculpture exhibition, and he created nine life-sized elephants made from recycled wood and trees from Durban, to be placed on the Belgian coastline.

The response to his work was phenomenal and led Botha to realise the potential that sculptured elephants have in moulding people's perceptions. And this motivated him to take the sculptures across the world as a symbol of the strained relationship between humanity and the environment.

His efforts have yielded excellent results to date and the elephants are a star attraction amongst the world's leading environmentalists. Most popular is 'Nomkhubulwane', created from recycled truck tyres. She has travelled around North America to nine cities, and was endorsed as an environmental ambassador in Chicago in the USA.

HEF is currently investigating the possibility of including an environmental programme for children at schools in conjunction with the Wilderness Leadership School in Yellowwood Park near Durban. This project is spearheaded by current CEO, John Carter.

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

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 is downloadable for free, 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 international fundraising publications which are reprinted with acknowledgement to the publishers.

We welcome submissions for publication from all writers involved

Six direct mail myths

Direct mail remains the most effective, and cost effective way of raising money from individuals. Catherine Connelly debunks some popular myths.

When Catherine Connelly meets with new clients as a direct marketing consultant, she hears many of the same stories – or myths. We asked Connelly to point out some myths about direct mail fundraising. Here are six she hears frequently:

1. 'My donors are different. My donors don't respond to that direct mail stuff.' While this is often the hardest myth to change people's minds about, the data says people do respond and behave as expected.
2. 'No one reads those long letters.' Longer letters actually perform best in direct mail appeals and can have a large impact on success. This myth is hard to dispel, because staff members know the organisation so well; however, prospective donors don't know as much, and the letter's job is to explain all pertinent information and help them overcome doubt.
3. 'Direct mail is dead.' Direct mail is not dead but is rather an integral part of a comprehensive fundraising strategy. Direct mail is the best way to reach more potential donors. The key is to have coordinated communication across multiple channels, including online, events, telephone and face-to-face.

4. 'If I send too many pieces of direct mail, donors will stop giving.' Research has shown this isn't true. People may say they want less mail, but their behaviors suggest mailing more does not equal less revenue.
5. 'Direct mail doesn't work – it's too expensive and time-consuming.' Whilst direct mail can be expensive and time-consuming, there aren't many other options. There is often a fantasy that there is a holy grail somewhere and donors will just come to the organisation without being solicited. This just doesn't happen. You have to reframe the concept to think of direct mail as an investment.
6. 'If we give the donor a lot of options, they'll find one that works for them.' Data suggests that people respond less if given too many options. It's almost as if they are paralysed with fear or lack of knowing. They get overwhelmed and give up. The key is to focus on one thing you want the donor to do, then create the materials focusing on that one thing.

With acknowledgement to Successful Fundraising, *February 2013.*

Catherine M. Connelly is a direct marketing consultant from California.
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Five ways to make sure you jumpstart your fiscal year

You're familiar with the scenario: About mid-year it's obvious that the gifts are behind expectations. For the next six months every member of the development team is scrambling to catch up, simply to meet your goal.

Rather than setting yourself up for panic, why not take steps to increase gift revenue in the first part of your new fiscal year?

1. Whether you utilise staff, volunteers or board members, set a goal of making personal calls on, say 100 non-donors for first-time gifts during the first four months of your fiscal year.
2. Get a personalised appeal letter out – in your first month – to everyone who gave during the previous year. Point out how much was given and ask for a specific increase. Then, send a second follow-up appeal six weeks later to everyone who didn't respond the first time around.
3. Shortly after your fiscal year begins, schedule a special reception for all your annual contributors of R5 000 or more. Get a local business to underwrite its cost. Then ask each existing donor to bring a prospective donor. Follow up with all new attendees after the reception.
4. Ask your CEO or chief fundraising officer to spend time, the first month of the fiscal year, calling on those capable of making a generous challenge gift which would match all new and increased gifts for the balance of the fiscal year.
5. Get others involved in the fund development process: Assign a specific task to your CEO (e.g., finding a challenge gift), enlist existing donors as volunteers and get your board members more involved early on in your year.

With acknowledgement to Successful Fundraising, *March 2013.*

Your PBO status can help you to raise more money

Did you know that when making donations to Public Benefit Organisations, donors aren't always able to claim the gift as an income tax deduction? This report from Hoosen Agjee.

While the government does give incentives to donors in the form of income tax deductions, not all PBOs have this donor deductibility status.

Only PBOs that undertake public benefit activities listed in Part II of the Ninth Schedule of the Income Tax Act qualify for this special status. These activities include:

- Welfare and humanitarian;
- Health care;
- Education and development;
- Conservation, environment and animal welfare,
- Land and housing.

PBOs that comply are known as 18A PBOs and can issue their donors with 18A certificates for donations. It's also possible for these 18A PBOs to pass the donation to another PBO (not necessarily an 18A PBO) to undertake qualifying 18A activities within South Africa.

If a PBO is involved in religion, philosophy, culture, research, consumer rights and sport it won't qualify for 18A status.

However, a religious or cultural organisation that does additional welfare activities can qualify for 18A status – but only for its welfare activities.

This means that the cultural organisation can't use its 18A funds to undertake its cultural public benefit activities.

And it's important to keep meticulous records that show the 18A funds are used for 18A qualifying activities. SARS can levy severe penalties for the incorrect usage of 18A funds.

Some PBOs operate separate bank accounts to record 18A income and expenditure while others maintain separate records for their 18A income and expenditure and other public benefit activities.

Tax deductable expenses

Individual taxpayers, companies or close corporations can claim their donations as tax-deductible expenses if they've donated to an 18A PBO. But the amount can't exceed 10% of their taxable income in a financial year.

And any excess donations can't be carried over to the following year.

The recipient 18A PBO issues the donor with an 18A Tax Certificate which is used to claim the donation as a tax deductible expense in the donor's annual tax returns. But if the taxpayer has incurred a taxable loss in a particular year, then the deduction can't be claimed.

Gifts in kind

Many businesses find it convenient to donate stock in lieu of cash. Where they've upgraded their assets they may prefer to donate the old items to an 18A PBO. Services, however, do not qualify as a gift in kind.

The value of the donation in kind is usually calculated by comparing the lower cost or market value of the item – and less reasonable depreciation in the case of movable property.

Research shows that PBOs that issue their donors with 18A Tax Certificates have increased their funding substantially. So it's in the best interest of all 18A PBOs to inform donors about their 18A status.

Hoosen Agjee is managing partner of Turning Point Consultants (TPC) and author of Tax Benefits for the Non-Profit Sector *and* A Guide to the new Companies Act *and* Non Profit Organisations.

Fundraising Awards – a first for SA

For the first time in South Africa's history, fundraisers will have the chance to compete in the inaugural Southern Africa Fundraising Awards (SAFA).

In 2010 Archbishop Desmond Tutu said that fundraising was 'a noble, noble profession.'

Archbishop Tutu noted that through the work of fundraisers 'children around the world are fed, human rights are fought for and supported, sick people are taken care of and children are educated'.

The brainchild of the Southern Africa Institute of Fundraising (SAIF) and endorsed and supported by the Resource Alliance (UK), the coveted award will celebrate fundraising excellence in Southern Africa.

The call has gone out for nominations in the following categories: Big Idea, Small Budget; Innovative Fundraising Campaign; Social Enterprise of the Year; Southern Africa Fundraiser of the Year; and Outstanding Volunteer – and is open from 1 February to 31 May for individuals and organisations in Southern Africa.

An independent panel of judges will judge the nominations and winners will be announced at a gala event on 10 October 2013, during the 2013 SAIF National Convention (8 – 11 October).

To book a place at the convention in Cape Town or to nominate an organisation for the awards. Please visit www.saifundraising.org.za or email Apinda Mpako at awards@saifundraising.org.za.

SOUTHERN AFRICA FUNDRAISING AWARDS 2013
Celebrating Success...Rewarding Excellence

Diagnosing the mission-challenged nonprofit

A mission-driven non profit takes a proactive stance with its cause and with all members of the organisation – including its board and external partners such as funders, community leaders and other nonprofits. It is engaged in its mission and energetic about carrying it out. The Nonprofit Times reports.

While the dimensions mentioned alongside may be useful for understanding the nature of your nonprofit at a high level, looking for even more specific signs and symptoms of a mission-challenged group can help nonprofit board and executive leadership understand the steps needed to become more mission-driven.

Symptoms of a mission-challenged nonprofit take many forms. Sometimes the problem is that the organisation lacks a clear or current mission or has a misguided mission that falls short in inspiring its employees and constituents to action and service.

Many nonprofit board members and staff are unable to explain their organisation's mission.

Nonprofits often mistake a strategy, tactic, or objective for a mission. In other cases the mission might be compelling, but it has become lost in the routine of the day-to-day, serving as a rationale for operations after the fact.

For example, a longstanding nonprofit working to eliminate race and class barriers has a mission to organise and train communities and individuals to advocate for social and economic justice.

But, in recent years the organisation has become overly focused on its publishing operations, especially the production of two community-focused publications.

Missing the point

The organisation had begun to look more like a media company than a community service agency. Both the board and executive leadership had gotten caught up in strategising about their publications instead of carrying out their larger mission.

Both board and staff had stopped inspiring themselves to take on increasingly greater challenges and to pursue the most valuable partnerships promoting outcomes that would be on mission. Though the organisation was still providing services to the community, it wasn't leading systemic change, and thus failing to have it's desired impact.

Nonprofits can run off the mission rails in several ways.

It's best to look systematically for internal and external signs of mission issues. Here are some of the most common symptoms observed at mission-challenged nonprofits.

Internal symptoms

- **A disengaged board of directors**
  At mission-driven nonprofits, the board urges the organisation to reinvent itself and reach ever higher.
  The board of a mission-challenged nonprofit might meet only rarely, with meetings marked by low energy and the rubber-stamping of business as usual. Such boards look to the organisation's executives to provide direction, rather than offering these leaders guidance and oversight, in line with the board's charter.
- **The absence of 'good' anxiety**
  Mission-driven organisations generate excitement about taking on big new challenges. Leaders and employees should feel both confident and anxious about their capability to achieve the nonprofit's goals. Anxiety-free organisations tend to take a business-as-usual approach that inhibits scope and impact.
- **A chorus of can'ts**
  'Can't' is a common word at mission-challenged organisations. 'We can't expand our mission because … We can't achieve

Continued on page 7

With acknowledgement to
The NonProfit Times
15 October 2012
Visit
www.nptimes.com

Diagnosing the mission-challenged nonprofit

Continued from page 6

that goal because … We can't partner with that other nonprofit because …'

A 'we can't' approach is a common strategy for avoiding the previously mentioned good anxiety.

Mission-driven nonprofits promote change. Transformation and risk-taking are part of their culture. They replace 'we can't' with 'we can figure this out' and other affirmative statements.

- **Internal silos**
  Most organisations, including nonprofits, are breeding grounds for silos. These are departments or groups that become too rigidly focused on doing things their way and protecting their turf. They fail to consider what's best for the broader organisation.
  Silos breed a 'we can't' mentality that brings productivity to a halt as members of the organisation effectively say, 'We can't collaborate to achieve our mission'.

External symptoms

- **The phone isn't ringing**
  It might seem obvious, but mission-challenged nonprofits tend not to be sought by those who need their services or want to develop partnerships and explore ways to collaborate. Is the organisation invited to take part in important initiatives or bid for major projects?
  The media is more likely to tap a mission-driven nonprofit than others for its expertise in a given area.
  Mission-challenged organisations have lower visibility overall. Their calls often go unreturned, and they're forced to submit proposals cold, rather than through established contacts who can help with the ins and outs of an often complex application process.
- **The money isn't coming**
  Mission-challenged nonprofits don't receive the funding needed or that their managers believe the organisations deserves to get.
  Mission-driven nonprofits keep their funding base engaged in issues of mutual interest and updated on new developments. They also solicit input from funders on the organisational direction and programmes, taking any feedback to heart.
  They are open to improvement and actively seek it out, rather than holding their breaths and sidestepping conversations that can lead to change.
- **No work on the network**
  Mission-driven nonprofits network with other players in their ecosystem.
  As the previous two points suggest, mission-challenged nonprofits tend to enjoy little interest from other parties, whether funders or those who need their services. This is true not only on the organisational level but also on the individual level.
  Employees at mission-challenged nonprofits tend to stay in their offices instead of tapping networks of influential community leaders to arrange meetings and lunches with those who can help their cause.
- **Misguided competition**
  Competition among nonprofits occupying the same space is natural and even healthy, often stimulating creativity and higher performance. But mission-challenged nonprofits tend to use the wrong criteria to measure themselves against peer organisations.
  For example, rather than exploring the full range of options to achieve its mission, a nonprofit might aim only to host a more lavish fundraiser than a competitor. Similarly, it might overlook possible partnerships. Mission-driven organisations learn from competitors and partner with them if it serves the greater good.

There are many other symptoms, of course, but these are among the most common. Moreover, nonprofits, even some with household names, tend to be blind to most or all of these symptoms, allowing the problems to build on one another.

Boards and leaders don't challenge the organisations to be more, and they ignore signs that the players who should see them as valuable don't. Many mission-challenged nonprofits have never asked community leaders for feed-back and rarely consider partnerships.

Not surprisingly, organisations like these tend to become isolated, failing to understand and interact with the power base in their ecosystem.

The situation becomes unsustainable, leading to failure, or to a nonprofit limping along with little purpose or impact.

The good news is that being truly objective about your organisation and identifying symptoms like the ones above is often the first step to moving from mission-challenged to mission-driven.

John Davidoff is founder and managing director of Davidoff Communications, a national consulting firm based in Chicago, USA, specialising in mission-driven strategy, marketing and strategic alliances. Email john@davidoff-communications.com

26 Fundraising tips from A to Z (part one)

It's a simple message for each new year. Stick to the basics and fundraising success will follow.

It's as easy as A, B, C!

A – is for ASK; because you can never expect to raise money without asking.

B – is for BEGGING; which fundraising is not. Fundraising is giving people the opportunity to do good and feel good by supporting a worthwhile cause.

C – is for CAPITAL; if you have a specific need that requires a large amount of funding, you can often get all the money from less than 100 gifts – proving that you have prepared your case for support well.

D – is for DONORS; the lifeblood of your organisation. Find them, nurture them, account to them and they will ensure the survival of your work forever.

E – is for EXAMPLE; what your board or executive committee and even your staff and volunteers need to set for other donors – by making their own generous gifts first.

F – is for FEEDBACK; your donors want to know how you are using their money and they want positive reports on how you are making the world a better place.

G – is for GOALS; your organisation should know where it wants to be one year from now … and three years from now – and you should have fundraising goals that match those needs.

H – is for HOPED-FOR gifts; use research to set a 'hoped-for figure' before you make the ask. If and when the question comes … 'how much are you expecting from me'… you will be ready with an answer.

I – is for INDIVIDUALS; because it is the individual donor who gives 80% of all gifts and who also leave you money in their bequest (12% of all giving).

J – is for JOINT VENTURES; exciting opportunities for you to link up with businesses/ commercial opportunities to your mutual benefit.

K – is for KIND; because "gifts-in-kind" can take a lot of pressure off your fundraising efforts. List everything you spend money on each year and list the manufacturers and suppliers off these items ... then prepare and submit proposals to get the goods donated.

L – is for LEADERSHIP; financially influential leadership is essential for a capital, major or annual gifts campaign. Spend as long as it takes to find the right leader who will give off his or her influence, time and "treasure" to your campaign.

M – is for MISSION; an essential one or two sentence statement of your organisation's purpose ... your reasons for being.

Welcome to 2013! See part two in our next issue.

With acknowledgement to the late Terry Murray.

"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 Fundraising**, PO Box 4528, Sioux City, Iowa, 51104, USA, (12 issues per annum $159) website: www.stevensoninc.com
- **The NonProfit Times**, 190 Tamarack Circle, Skillman, NJ08558, USA, ($129 per annum) website: www.nptimes.com
- **The Chronicle of Philanthropy**, PO Box 1989, Marion, Ohio, 43306, USA, (24 issues – per annum at $95) website: http://philanthropy.com
- **Successful Direct Mail, Telephone and Online Fundraising**. Subscribe for free at www.malwarwick.com/newsletter
- **Ahern E-News**. Subscribe for free at www.AhernComm.com

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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, 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 us:

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