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The Enterprise Program

TRIP REPORT ON RESOURCE DEVELOPMENT
CONSULTATION WITH THE
FAMILY PLANNING ASSOCIATION OF PAKISTAN

BY WILLIAM N. RYERSON

JANUARY 19 - FEBRUARY 6, 1987



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I. EXECUTIVE SUMMARY

A. The Problem

As the eighth largest country in the world, Pakistan is of critical importance with regard to world population growth. Located strategically between Iran, Afghanistan, China and India, Pakistan has been the beneficiary of considerable military and humanitarian assistance from the United States in recent years. And yet, despite progress toward development in some areas, rapid population growth has impeded the economic development of the country. Although there have been gains in national income, per capita income has made little progress. High ratios of children to adults have resulted in most income being spent on immediate consumption needs, such as food, clothing and housing with little left over for investment in education, industry or government. As a consequence, unemployment has remained high, and growth of the economy has been depressed. Lack of available capital in the economy can only be successfully addressed by a development policy that includes effective population planning.

To address the serious population growth problem in Pakistan, the government of Pakistan has for a number of

years conducted a government-run family planning program, with assistance of such overseas donors as the United States and the United Nations. In the cultural and religious context of Pakistan, however, progress has been slow. As of the most recent assessment visit by the United Nations, only 11% of married couples were practicing contraception. The annual population growth rate is 2.7%, resulting in a doubling of the country's population every 25 years.

In the Pakistani context, private providers of family planning may be in the best position to seek acceptors of family planning and to risk the potential controversy of promoting contraception and the status of women in a Muslim country. The oldest and largest family planning agency, the Family Planning Association of Pakistan (FPAP), has established clinics in most major cities in the country and has developed rural outreach programs. With 130,000 family planning clients, FPAP is now planning a major expansion of its work units to increase accessibility of its services throughout the country.

A potential block to this important expansion of services, however, is the significant loss of available funds FPAP faces from its parent body, the International Planned Parenthood Federation (IPPF), as a result of its loss of

USAID support . Like many other non governmental development organizations faced with limited funds, FPAP is actively considering how best to expand resources through income-generating activities within Pakistan.

It was in this context that FPAP asked the Enterprise Program to provide a resource development consultant to review their previous efforts and to advise them on future steps. While the consultation was to be aimed primarily at helping FPAP achieve a measure of self-sufficiency, it became clear that the outcome of this process would be watched carefully by IPPF and its member family planning associations in numerous developing countries around the world.

B. Summary of Findings and Recommendations

From January 19 to February 6, 1987, this consultant travelled to London, Islamabad, and Lahore to provide consultation on resource development to FPAP. Initial briefings were held in London with the International Planned Parenthood Federation and in Islamabad at the USAID Mission. Most of the consultation took place at the headquarters of FPAP in Lahore.

I was accompanied on this trip by Carolyn Cantlay and Jerry Russell of the Enterprise Program.

The major findings and recommendations of this visit are as follows:

(1) FPAP has established an effective resource development activity in the form of raffles. While restrictions have recently been placed on the use of raffles in some locations, there is reason to believe that these restrictions may be lifted. It is desirable for the organization to continue this activity.

(2) Commercial ventures being undertaken by FPAP include the operation of a pathology laboratory which, one year after its start up, is continuing to lose money. The business plan for this pathology laboratory should be revised to project a realistic expectation of revenue and expense, and a deadline - probably no more than one year in the future - should be set beyond which the organization will sell the pathology laboratory or transfer it to the program division. Even if it becomes profitable, it may be desirable to transfer this activity into the program division.

(3) Before undertaking any other commercial ventures, FPAP should undertake a donor fund raising campaign to seek support from individuals, corporations and foundations within Pakistan and with ties to Pakistan overseas. This should begin internally with the volunteer leadership and local volunteers and staff of FPAP and then move to major gift prospects in Pakistan and overseas. An annual campaign should be conducted for the next year to two years while a long-range planning process is underway to determine major agency needs for a capital campaign.

Prior to this consultation, there have been only limited initiatives to assist overseas private voluntary organizations with in-country generation of income. Most of these have focused exclusively on income generation through commercial or semi-commercial activities. There have been few, if any, consultations that have dealt with the possibility of in-country fund raising by PVOs as a means of developing self-sufficiency.

While fund raising has been developed to a great extent in the United States, it is not unique to this country. Charitable giving is, in fact, found to support numerous organizations and programs worldwide. Nevertheless, the potential for using organized fund raising as one element in

the support of indigenous population and development organizations has never been explored adequately. For this reason, this resource development consultation in Pakistan serves as something of an operational experiment to test the possible application of fund raising techniques in generating critically needed support for family planning services.

II. PURPOSE OF TRIP

The overall objective of the assignment was to conduct a detailed assessment of the Family Planning Association of Pakistan's resource development needs and capabilities.

The assignment consisted of conducting an internal review with staff and volunteers at the headquarters level in Lahore to determine past and current resource development activities, potential for new initiatives, and specific recommendations for action.

III. BACKGROUND

As described in Trip Report: Pakistan (#1), the Enterprise Program team visited Pakistan September 4 - 22, 1986. While in Lahore, they met with the Family Planning Association of

Pakistan which, among other needs, identified the need for a consultation on resource development.

FPAP has not had any organized donor program in the past. However, donations from various volunteers have resulted in ownership of one building in Karachi, a plot of land in Islamabad, and a small flow of income to support programs.

FPAP initiated a series of raffles in 1980. From 1980 - 85, these raffles and a small number of other income generating events resulted a net savings of \$250,000. In the process, FPAP was publicized to over 5 million people who participated in the raffles. This income has been used to purchase facilities and to fund projects of FPAP.

As a result of government restrictions on continuation of raffles in Karachi in 1986, the primary source of income from resource development activities has greatly decreased. In 1986, resource development activities resulted in net savings of only \$20,000. These savings plus \$33,000 of FPAP's unrestricted funds were invested in a start-up business, the Lawrence Pathology Laboratory. After one year of operation, this enterprise was continuing to lose money.

As a result of restricted revenue from existing resource development activities, combined with insufficient funds from overseas donors to meet growing program needs, FPAP determined that a major initiative to expand resource development revenue was called for. As a result, this consultation was undertaken to review current resource development activities and to make recommendations for future steps to enhance private support.

IV. DESCRIPTION OF ACTIVITIES

Prior to departure on the trip, meetings were held with Winston Forrest, Vice President for Resources at Planned Parenthood Federation of America and Sterling Scruggs of UNFPA to obtain background information on fund raising in the Asian context and the current status of family planning and population activities in Pakistan. In London, meetings were held at IPPF with Steve Fermer, Resource Development Advisor; Barbara Herman, Project Writer; Charlotte de Winton, Computer Specialist; Frances Pietersz, Director of the Indian Ocean Region and Sunetra Puri, Information Officer. In addition, a meeting was held with Mani Rowley, Deputy Director of Population Concern. These meetings were all held to acquire background information on FPAP's resource development activities and the support and

involvement of IPPF therein. All of the London meetings were held on January 20 and 21, 1987.

In Islamabad, meetings were held on January 25 with Mr. Mohammed Abdul Wasey, Program Officer of the Health, Population and Nutrition Office of the USAID Mission, and Mr. Qutubuddin Aziz, Chairman of the National Press Trust of Pakistan. These meetings also provided helpful background information on population concerns in Pakistan and feedback on various concepts related to resource development.

In Lahore, a series of meetings were held with volunteers and staff of FPAP. On January 26, an initial briefing was held with 17 people (see Appendix A for list of attendees). Following that, interviews were held individually with staff and volunteers over a one-week period. See Appendix A for a list of interviewees.

See Appendix B for a list of questions and discussion topics that were raised with each of these volunteers. In each case, discussion focused on the activities of each individual in relation to resource development.

On January 30, a meeting was held with Senator Javed Jabbar to discuss the formation of a public relations - public

image campaign to be developed by his firm, MNJ Communications (Private) Ltd. A plan for a print media campaign and a series of slide presentations to leadership groups in Pakistan was formulated at that meeting.

On January 31, a mid-visit debriefing was held with senior staff and volunteers and Dr. Attiya Inayatullah, Chair of the Planning and Program Monitoring Committee.

During February 1 to 4, a series of recommendations were formulated and an action plan for resource development for the next 3 years was devised and presented for feedback to the Resource Development Division. In addition, a funding proposal for support of the "Self Reliance Project," encompassing the expenses of the Resource Development Division, was written, and several potential funding sources were discussed. In total, 30 potential overseas funding sources for FPAP's programs were identified. A final debriefing was held on February 5 for senior staff and volunteers.

V. FINDINGS

Although the focus of the consultantship was on resource development, a broad look was taken at the institutional

framework in which resource development functions to determine the agency's readiness for a major expansion of this activity. The findings of this examination can be categorized under several major headings as follows:

A. Institutional Planning and Mission

In each area of program and resource development, the agency has a three-year planning process that involves staff and volunteer leadership in the planning of objectives and activities. The agency provides a broad range of reproductive health care, including contraceptive services for approximately 130,000 clients, sterilization services, maternity care, infertility services, and immunizations for children. There are a variety of clinical and field outreach programs.

Within the organization there appears to be a strong consensus regarding the mission and program objectives and a belief that for the most part the agency's objectives are being effectively realized. There is also a strong conviction that privately offered services, such as those by FPAP, are more effective than government run programs.

There is a consensus within the organization that the greatest need for strengthening within the agency is the area of resource development. With regard to programs, there appears to be equal emphasis on the need to strengthen existing programs and the need to expand into new areas. FPAP currently has 150 local work units, and has a goal to expand to 500 work units.

B. Financial Management

There was common agreement among staff and volunteers that FPAP ran a tight ship financially and that financial controls were adequate. As a result, the organization is not deficit spending nor taking any other steps that would imperil its financial security.

On the other hand, there was also common agreement that revenues were inadequate for the program and staffing needs of the organization.

There was agreement among those interviewed that reliance on IPPF was higher than it should be. In fact, the organization has moved from 96 percent dependence upon IPPF support in 1975 to 71 percent of its revenues coming from IPPF in 1985. This shift has occurred as a result of acquiring additional overseas donors and revenue from resource development projects.

For many organizations, reliance on any one source of support for more than 50 percent of its income is a dangerous situation that could lead to collapse if the funding were lost. Perhaps a long-term goal of the organization should be to have no more than one-third of its income from any one source. Therefore, a top priority of the organization needs to be growth in the number and diversity of funding sources, both for restricted project support and unrestricted revenue and contributions.

Fees charged to patients include a ten rupee (Rs.10 = \$0.58) service charge for those who can pay for contraceptive services, but with the IUD and oral contraceptive pills

provided free of charge. At the time of this visit, the exchange rate was Rs.17 = \$1.00. The following fees are charged for other services:

<u>SERVICE</u>	<u>FEE</u>
Injections	Rs.1 (\$0.06)
Diaphrams	Rs.5 (\$0.29)
Biopsies	Rs.250 (\$14.70)
Lab Tests	Rs.10 - Rs.15 (\$.58 - \$.88)

All those interviewed seem to feel that these charges represented a good value to clients and that they represented much less than the real full cost of services. But there was a range of opinions within FPAP regarding the question of whether the fees are high enough. A number of people felt that fees should be raised, and services should be provided on a sliding fee scale based on the ability to pay.

FPAP is currently in the process of planning a model clinic in Lahore that will serve middle class patients on a fee scale that is intended to generate additional revenue.

One other area of potential internal revenue generation examined was subscriptions to the monthly magazine, Sukhi Ghar (Peaceful Home). The current subscription price is Rs.6 (\$.35) per year. Of the 35,000 people on the mailing list for this magazine, 4,000 subscribers generated Rs.24,000 (\$1,411). In addition, advertisements have recently been accepted into the magazine, and last year they generated Rs.10,000 (\$588). Production and mailing costs for the magazine are currently running Rs.70,000 (\$4,118) per month, while income from the magazine is currently running at about Rs.3,000 (\$176) per month.

Among those interviewed, not everyone was aware of the current size of the endowment or trust. It was reported that the trust contains Rs.250,000 (\$14,706) raised from raffles and donations over the last 8 years, including 4 donations from individuals in the range of Rs.2,000 - Rs.5,000 (\$118 - \$294).

There did not seem to be clear consensus within the organization on the priority of financial needs. Many felt that any funds raised by the Resource Development Department should automatically go into the trust fund, but some felt that these revenues should be applied to support programs or

acquire buildings. There was also no clear agreement on the use of the income that the trust fund generates between program support and reinvestment for additional growth of the fund.

C. Staff And Board Leadership

There is agreement within the organization that the volunteer leadership, including the office holders, the members of the National Executive Committee, and the National Council, were doing a good job. Indeed from this visit, it was clear that the volunteer leadership of the National Executive Committee and the Resource Development Committee were highly committed and well connected in Pakistani society.

In FPAP, the National Council serves as the board of directors, but meets only once per year. The National Executive Committee consisting of officers, chairs of standing committees, and a number of at-large members, meets on a regular basis and oversees the various volunteer committees. These committees oversee the relevant staff in each area. For instance, the Resource Development Committee hires and supervises the Senior Director for Resource Development.

Outside of the central office, there are five volunteer zonal councils in the country, each responsible for overseeing the family planning programs for their region. The zonal councils oversee local work units. Organizational charts, showing the volunteer and staff structure, are attached as Appendix C.

D. FPAP Visibility

The communications and publications division of FPAP produces a wide variety of print materials for distribution to various target groups. As mentioned above, the monthly magazine, Sukhi Ghar (Peaceful Home) is distributed to 35,000 readers. It is aimed at a low level of reading ability and emphasizes the advantages of small families.

The agency has offered an honorarium to journalists to write articles on the subject of family planning and has in the past encouraged the Film Association of Pakistan to incorporate family planning messages in films. In addition, the agency has produced a high quality video tape on the use of Hakeems (traditional medicine practitioners) for promoting availability of family planning in rural areas.

While the production of materials by FPAP has been extensive, there has to date been little use of the broadcast media by FPAP. The government population division has made use of television to promote the message of small families being happy families.

Within the organization there is a general belief that the public has knowledge of the existence of family planning but that within Pakistan the use of family planning is still not widely accepted. There is also a belief that FPAP as an organization remains almost invisible to the public.

Spot surveys conducted by the organization indicate that between 65 and 90 percent of the public have heard of family planning and believe it is a good thing. These surveys have been conducted among young couples who have been chosen on a random basis and interviewed at home. Because 80 percent of the clients of FPAP report that they have not told in-laws they are using family planning methods, there is a belief that the older generation are opposed to the use of contraceptives.

There have to date been no public opinion polls to determine knowledge or attitudes regarding the Family Planning Association of Pakistan. It is clear that the primary thrust of past communications activities has been to promote the concept of family planning and that this has been done in a low key and often oblique way. The fact that FPAP and the Government of Pakistan Population Division have the same logo may indeed lead the public to believe that they are one and the same and that FPAP is part of the government. This is of critical importance to the Resource Development Division if it begins to develop a donor fund raising campaign, since most people will not readily donate to the government in addition to paying taxes.

Other than a dinner for National Council members at the time of their annual meeting in December, the organization conducts no regular events, such as open houses or dinners, for friends of the organization.

The Communications and Publications Division and the Resource Development Division are separate divisions within the organizational structure of FPAP. In the past, when the Resource Development Division has needed posters or other publicity materials for raffles, they have been requested

from the Communications and Publications Division. There is no common supervision of the directors of these two divisions. As mentioned above, each of the division heads is hired by and reports to the relevant volunteer committee rather than to a chief operating officer.

E. Resource Development

A great deal of information was provided regarding the history and achievements of the Resource Development Division. This report will not try to repeat all of that information but will provide a brief summary.

The senior director for resource development was first hired by FPAP in 1978, and the Resource Development Division and volunteer standing committee were formally established in 1980.

Both before and after the establishment of the Resource Development Division, FPAP's primary contributions have been in the form of time and energy of its many volunteers and in-kind donations of facility use and material by volunteers and friends throughout the nation. Records are kept and reported of the person-hours of time contributed by volunteers.

Raffles and Commercial Projects

Beginning in 1980, FPAP organized a series of raffles mostly in Karachi, with top prizes of vehicles such as mini vans, and secondary prizes of various small appliances. From 1980 to 1984 (after expenses which ran at about 65 percent), the net savings from these raffles were Rs.2,852,000. An additional Rs.80,000 of net income was earned through a puppet show, wrestling match, and film star cricket match. The total savings (approximately \$195,000) were used for the construction of a portion of the headquarters building in Lahore (one floor of which was rented out).

In 1985 income from raffles and rental of the ground floor of the Lahore property amounted to Rs.1,271,000 (\$84,747). After expenses, the net savings were Rs.471,000 (\$31,400). In addition, in 1985 a revolving fund for use by local work units in revenue generating projects (including raffles and stage shows) was used to generate an additional net income of \$26,000.

In 1986 the government of Sind (the province in which Karachi is located) placed restrictions on the use of raffles. As a result, raffles were only held in other provinces. Gross income in 1986 from raffles, rent, interest on deposit accounts, and a pathology laboratory amounted to Rs.709,000 (\$41,700). In that same year, Rs.910,000 (\$53,500) was invested in the pathology laboratory by the Resource Development Division as part of a plan to establish commercial ventures to earn income. As of January, 1987, this laboratory was still operating at a loss. A previous feasibility study had indicated that the pathology laboratory could be operating on a self-sufficient basis by February, 1987. However revenues have fallen short of this expectation.

Raffle tickets sold by FPAP were done so with the stated intention of developing a mother and child health care clinic. At the time of the visit, negotiations were under way by the Resource Development Division regarding sale of one plot of land and an acquisition of another on which the clinic could be built. The expectation of this clinic is that it would be operating on a self-sufficient basis within five years.

A policy decision was made by the National Executive Council that, starting in 1986, volunteers at the local work unit level would not be diverted from project work in order to do resource development activities, although encouragement to carry out resource development activities continued with the availability of the revolving loan fund. Starting in 1987, work units were asked to generate Rs.5,000 (\$294) per work unit per year.

Trust Fund

At the time of the visit, a trust fund had been established and was in the process of seeking charitable tax status. This trust is a separate legal entity from FPAP with a separate board of directors (appointed by the FPAP president) with the stated intentions of:

- supporting family welfare centers;
- furthering education, including information about population planning and responsible parenthood;
- establishing mother and child care clinics for the poorer strata of society; and
- providing clinical services to married couples, including treatment of infertility and sterility.

At the time of the trust's creation, July 15, 1986, FPAP transferred Rs.220,176.50 (\$12,952) to the trust. One of the intentions of creating the trust was to create a separate entity from FPAP that could carry on commercial ventures which would allow the fund to grow and make additional income available to FPAP. In addition, the trust will provide exemption from the property transfer tax, wealth tax, gift tax and income tax. FPAP, itself, has only exemption from income tax for charitable donations.

The creation of the trust has raised a number of questions internally regarding control, investment of assets, guidelines for operation of commercial ventures, staffing, and coordination with other FPAP activities. The intention is also that raffles (which are expected to resume in Karachi in 1987) will be conducted by the trust.

Donations and Membership

With the exception of requests for volunteer time and occasional in-kind contributions, FPAP has made no organized and regular attempt to seek donations from individuals or businesses in Pakistan. There are widely divergent views within the staff and volunteer ranks

regarding the probability of success of an in-country donor program. Some view this as a concept with great potential needing to be tried in a professional manner, while others fear that the cause of family planning will be rejected by potential donors in Pakistan.

Interestingly, there are no centralized records of cash donations to the organization at the national and local level, and yet there is a history of donations in various locations stretching back over decades. As mentioned earlier, there is a record of donations to the trust fund. In addition, there have been some major contributions. For instance, one individual in Karachi gave FPAP a building. Individuals working with the local work unit in Peshawar have raised funds for a model clinic in that city. A plot of land in Peshawar was donated to FPAP in 1972.

Four wives of foreign ambassadors in Islamabad have been working as volunteers to raise money for FPAP's Sukhi Ghar Center in Islamabad. They have been holding morning coffees, charging Rs.25 (\$1.47) per person and have been raising approximately Rs.5,000 (\$294) per month.

Clients at the model clinic in Lahore with ability to pay more than the nominal fees charged have been making voluntary donations for years. Apparently records exist at the clinic of names and amounts donated over the last 10 to 15 years. In 1986 total contributions at the Lahore clinic were Rs.35,575 (\$2,093).

In addition to the above, FPAP has a membership of 3,871 individuals, of whom 3,650 are involved in local work units. The organization has the following categories of membership:

Life Workers - one time fee of Rs.1,000 (\$58.82)

Ordinary Worker - annual fee of Rs.20 (\$1.18)

Associate Worker - one time fee of Rs.20 (\$1.18)

Supporters - one time fee of Rs.100 (\$5.88)

The constitution also provides for a category of patron with a one time fee of Rs.10,000 (\$588.24).

There was no record of any patrons within the Finance Department. Of the work unit membership categories, 3,441 were Ordinary Workers and 195 were Life Workers. Twelve were Supporters, and two were Associate Workers. In 1984, membership fees to the central office totalled Rs.8,000 (\$574.00).

At the national level, volunteers and staff reported that they are not encouraged to make regular donations to FPAP, although some indicated that they had donated at the national or local level.

Staffing

Although the 1987 budget allows for a larger staff, the Resource Development Division consists of a senior director, an assistant to the director, and an office assistant. This staff is responsible for providing support to the Resource Development Committee, conducting raffles, carrying out other commercial projects, providing training and encouragement to zonal resource development committees and work units to take on revenue generating projects, overseeing the administration of the revolving loan fund, and undertaking any new ventures for resource development, such as donor campaigns. There was a strong feeling among several staff and volunteers that the resource development staff was insufficient in number to handle both current responsibilities and new initiatives. On the other hand, there was a strong feeling among program staff that they should not have to be involved in resource development activities.

Overseas Institutional Donors

Relations with overseas donors are handled by the Director General of Planning and Program Development, Surayya Jabeen.

In 1986 - 87, support was received or negotiations were under way for project support with the following institutional donors:

IPPF

OXFAM

Pathfinder Fund

Canadian International Development Agency

Overseas Development Agency

International Program for the Advancement of
Voluntary Sterilization

Save The Children Fund

Population Concern

Intercooperation (Swiss)

Norwegian Agency for International Development

JSI's Enterprise Program

In addition, support was received in 1985 from UNICEF. Also regular program support has been provided by the Government of Pakistan and the NGO Coordinating Council of Pakistan.

Incidentally, IPPF support comes in the form of restricted support for specific programs. If those programs are subsequently funded by other donors, resulting in a surplus for that program, IPPF adjusts the following year's grant to remove the amount of the surplus.

VI. Recommendations

Working together during the two-week visit in Lahore, the Senior Director of Resource Development and I reached several conclusions about steps that should be undertaken for future resource development.

The primary initiative growing out of this consultancy is the addition of a donor fund raising program among individuals, corporations, and foundations. At the same time that this fund raising initiative is being undertaken, the successful raffle program needs to be maintained and strengthened.

A. Commercial Projects and Investment of the Trust Fund

Raffles

The raffles have been a profitable enterprise, despite the amount of time and detail work necessary for a successful raffle. Although the overhead rate is high, the raffles should be continued and expanded to cover most the major cities. As soon as conditions in Karachi allow for resumption of the raffles there, they should be undertaken once again on a monthly basis.

The use of professional ticket sellers on a commission basis has reduced the profitability of the raffles compared to the time when tickets were sold by volunteers. Without interfering with the program responsibilities of the work unit volunteers, it may be possible to recruit an entirely new group of volunteers to handle ticket sales on a free or very low commission basis.

Raffle tickets in the past have been sold for either Rs.1 (\$.06) or Rs.2 (\$.12). It would be valuable to carry out a controlled experiment in which the cost of the ticket was raised to determine if total income may be increased.

Similarly, it would be worthwhile experimenting with different prizes, and specifically different values of the top prize. It would also be worth exploring the possibility of conducting a lottery in which the top prize is a cash award based upon the total income of the lottery before a winning number is drawn.

Pathology Laboratory

In addition to losing money, the pathology laboratory is in need of an additional pathologist and training for the current staff. It would be worthwhile contacting Rotary International Foundation in Illinois to seek assignment of trained pathologists on a six-month rotating basis. The initial contact should be made through the Rotary Club of Lahore.

The pathology laboratory is currently exploring possibilities for various contracts and the addition of an ambulance service which are projected to make it profitable. A business plan should be adopted for the pathology laboratory that gives an outside date for profitability to be achieved. Beyond that limit, the organization should consider selling the laboratory and cutting its losses.

Alternatively, whether or not the pathology laboratory becomes profitable, it may be desirable to retain it as part of program operations and move it out of resource development.

The operation of the pathology laboratory requires a good deal of time of the senior director of Resource Development. This time should be factored into the profit and loss statement of the laboratory to determine if it is truly covering all of its costs.

Real Estate

While the agency has a commitment to establishing a maternal and child health care clinic, negotiations for real estate and design of this facility should be the responsibility of Finance and the Program and Planning Division. The Resource Development Division should cease its involvement in this process as soon as practical.

New Businesses

The Resource Development Division is currently considering a range of possible projects for investment of the trust fund and income generation. These include the following:

- a model school
- a courier service
- a pharmaceutical business
- children's books, stationery and uniforms
- a training institute
- a press and publication service
- audiovisual production
- real estate investment
- consultancy services
- commercial agencies
- operation of a department store
- a thrift shop or gift shop
- entering the transportation business
- import and export business, and
- agricultural services.

Before any of these enterprises are undertaken, the organization needs to carefully examine the projected cash flow of its current business venture commitments to be certain that the organization does not go into debt in supporting several start-up businesses. Further, the advice of "sticking to the knitting" applies here. The organization should not enter any business with which it does not have experience, especially businesses that exist in a highly competitive environment. If it is going to pursue additional commercial ventures, the organization should be opening businesses that provide services or products that are needed but not generally available. Particular attention should be given to business opportunities in areas that others are unlikely to pursue for cultural reasons.

After looking at the current situation, this consultant feels that taking on additional business ventures at this time is fraught with great risk that may both threaten the current assets of the trust and delay more profitable revenue generating activities that the organization can undertake, such as fund raising campaigns.

Special Events

If there are resource development volunteers who will not participate in solicitation of donations, FPAP may be well advised to use their energies to conduct such special events as shows, auctions, dinners and exhibitions. Such events should not be allowed to move forward however if they will interfere with donor fund raising campaigns or if they will require the time of staff to support them. While such activities are lower risk ventures, they still carry the risk of lost opportunity and time as well as financial loss. To be successful, most such benefit events need to be conducted year after year to build up a following.

B. Internal Revenue Generation

Outside of donor fund raising, the greatest opportunity for generating additional revenue lies within the clinical services. While maintaining a policy of never turning away a client for lack of ability to pay, the agency should experiment with a sliding fee scale based on income. Although there may be lower cost services available through government clinics, there is still undoubtedly a shortage of available family planning services in the country.

Generating revenue through its clinics will ultimately allow FPAP to serve additional people for whom services are not currently available. With 130,000 clients, each Rs.1 (\$.06) increase in average fees paid per client will generate Rs.130,000 (\$7,647).

A model clinic for middle class clients in Lahore is currently under consideration. The organization needs to create a business plan for this clinic with revenue and expense projections to determine the feasibility of this approach.

C. Donor Program

FPAP has arbitrarily set goals of Rs.10,000,000 (roughly \$600,000) in the next year and Rs.50,000,000 (roughly \$3,000,000) in the next three years to be generated by resource development. These goals are not based on a specific set of needs for program support or buildings, nor has the feasibility of raising this magnitude of money through any method been studied.

The organization needs to undertake a long-range planning process to determine more specifically the need for major expense items, such as buildings and endowment, that are foreseeable over the next five to ten years. Based on this set of identified needs, the agency then should undertake a careful feasibility study to determine the advisability and the best approach for a major capital campaign.

In the meantime, a combination of an intensive public relations campaign and an annual fund raising campaign should be undertaken for the next year to two years. An initial plan for a print media campaign and a series of presentations to various leadership groups was drawn up with Senator Javed Jabbar, of MNJ Communications. Attached as Appendix D is a three year plan for public relations and fund raising growing out of this initial plan. Reading the plan at this stage will be helpful in setting the context for the recommendations that follow.

Donor Records

In preparation for a fund raising campaign, it is important to consolidate donor records in the Resource Development Department. These records are now located in a variety of places, including the model clinic in Lahore (client donations), the Finance Department (trust donors and membership records), and the work units (local donations). All of these donations are contributions to some level of FPAP and should be accounted for in the annual audit and recorded on donor record cards in the Resource Development Department.

Membership Categories

As mentioned earlier, there are several categories of membership. Most of the current members are "Ordinary Worker" with an annual membership fee of Rs.20 (\$1.18). There are apparently no individuals listed as patrons (one time fee of Rs.10,000 = \$588). It is desirable to reorganize and consolidate the membership categories with an emphasis on an annual contribution at every level. One-time contributions do little to maintain a sense of belonging to the organization or its mission, and they generate far less

revenue than annual contributions. If a life membership concept is to be offered, it should be set at a high level, such as Rs.100,000 (\$5,882). The following is a possible set of membership categories, all to be under the general heading of "Friends of FPAP."

Inner Circle - Rs.100,000 and up per year
Benefactors - Rs.20,000 to Rs. 100,000 per year
Patrons - Rs.10,000 to Rs.20,000 per year
Sponsors - Rs.5,000 to Rs.10,000 per year
Sustainers - Rs.1,000 to Rs.5,000 per year
Supporters - Rs.100 to Rs.1,000 per year
Workers - Under Rs.100 per year

The "benefits" of membership in each category need to be determined. At the upper levels, these benefits may include an invitation to a special dinner or luncheon with the top leadership of the organization or some appropriate FPAP gift. In this way, donors at any level will feel that they belong to a group of donors with some identity, but they will also understand the advantages of aspiring to give at an even higher level.

Fund Raising Leadership

Honoring those who contribute at various levels is important not only for the acknowledgement it gives to the donor but also the statement it makes to the other members about the appropriateness of giving at high levels. While a decision to give money to any cause is often an intellectual one based on one's feelings about the cause, the amount of the gift is often determined by such emotional issues as the example set by others.

For this reason, the top volunteer leadership of the organization - The National Council, The National Executive Committee, and The Resource Development Committee - will set the tone for all giving throughout the organization by the magnitude of their support. Donor fund raising must be an integral part of the organization and cannot run as an isolated program. Key volunteers and top staff must be prepared to play an important role in the campaign.

Campaign Organization

In an annual campaign and in a major capital campaign, the greatest limiting factor on contributions will be the number of volunteer solicitors that can be recruited and trained to solicit prospective donors of major gifts. In a typical campaign, one solicitor will make face-to-face calls on five prospective donors to solicit their support. The plan for 1987 envisions presentations about FPAP to 600 prospective donors. This will require 125 solicitors to follow up the presentations in seeking their support. What is envisioned in the plan of action are five zonal level steering committees with an average of 25 solicitors per zone. Large cities like Karachi and Lahore will, of course, have a need for far more solicitors than this average.

The principle of peer solicitation is important in any fund raising campaign. All solicitors should be expected to make their own contribution before they solicit others and, wherever possible, solicitors should be chosen who are giving more than any of their prospective donors.

Training of solicitors must include information about the societal problems that FPAP is solving on a national and local level, financial needs of the programs, and the best techniques for soliciting contributions. Each solicitor should be able to make a case for contributions to the organization that does not focus on the organization's needs, but rather on the needs of the clients and other people served by the organization. The reason for this is that donors generally care more about the needs of people in society than they do about an organization's needs.

It is important that early in the campaign FPAP be able to announce 100 percent participation by the members of its National Council in contributing to the campaign. As donor fund raising becomes an integral part of the organization over the years, it would be desirable to make giving annually one of the stated expectations of membership on the National Council. No minimum (or maximum) amount should be set for such donations to avoid elitism, but it is reasonable to expect that all of the policy makers of the organization should have more than a passing interest in the financial health of the agency. In fact, the financial security of FPAP is one of their primary responsibilities, and, therefore, any National Council member's contribution

to FPAP should be relatively large compared to their contributions to other agencies of which they are not a trustee. Many organizations ask the members of their top policy board to consider making whatever would be a sacrificial gift for them on an annual basis.

Materials

Among the materials that will be useful for solicitors in an annual campaign is a brochure or booklet that briefly describes the agency and gives quotes from various community leaders about "Why I Give To FPAP." In addition, a more formal case statement will be useful as background information for training volunteers and will be absolutely necessary for conducting a major capital fund drive in the future. A case statement is an in-house document that describes the mission of the organization, gives detailed information about its program, and spells out what money is needed for. It generally will include answers to the following questions:

1. What's the problem?
2. Who is affected?
3. What solutions do you offer?
4. How? (Actions, not methods)
5. What is the result?
6. What difference will it make?
7. Why are you unique?
8. What will it cost?
9. What do you need?
10. Benefits for the donor!

Face-to-Face Solicitations

The importance of face-to-face solicitation cannot be over-emphasized. Organizations that use face-to-face personal solicitation generally raise far more money than organizations that use any other method of fund raising. In advance of each solicitation, the solicitor must understand enough about the giving capability of the donor to be prepared to ask for a specific amount and to be able to justify the need for the amount on the basis of the campaign plan.

The most important source of names of prospective donors and information about them are volunteers at the local level. In preparation for any campaign a great deal of time must be spent on development of lists and the determination of priorities for solicitation.

Acknowledgements and Campaign Record Keeping

It is important that every person who donates any amount to the organization receive a letter of appreciation - or at least a card acknowledging their contribution. Personal letters are especially important for donors of large amounts. The letter should not only acknowledge the contribution and its importance to the organization but repeat the societal need and the mission of the organization for which this contribution will be used. It may be desirable to set up a Thank You Committee of volunteers, whose job it is to write personal thank you notes to donors.

The basics of a manual record keeping system for donor contributions was presented to the Senior Director of Resource Development. In follow up to this report, information about computer programs for tracking donor information will be sent to FPAP.

Types of Gifts

In addition to contributions of cash and in-kind support, it is important to be open to the possibility of the following types of donations:

1. Appreciated securities (stocks and bonds),
2. Real estate,
3. Life insurance (either a gift of the policy with its cash value or naming FPAP as a beneficiary),
4. Tangible personal property (vehicles, jewelry, material), and
5. Contributions through trusts.

Honorary Advisory Council

In order to enhance the credibility of FPAP and its fund raising drive, it is desirable to establish an honorary advisory council of leading and visible figures in Pakistani society. This council would have no specific duties other than the agreement by its members to lend their names as endorsing the mission and objectives of FPAP. Of course, involving these individuals in the organization in more

in-depth ways, such as National Council membership, Resource Development Committee membership, or the public relations campaign is always desirable, but these actions should not be made a requirement for membership on the honorary advisory council.

Team Soliciting

To achieve the goal envisioned in 1987, let alone a \$3,000,000 goal of a three-year capital campaign, will require a significant focus on major gifts from leading families in Pakistan's business, professional and governmental circles. Fund raising of this type is very much a people-to-people business, and a great deal of thought must be given to the right mix of solicitor and prospect. In many cases with new solicitors, it may be desirable to have a team of two solicitors call on each prospect. At times, this team may include a staff member with a volunteer, or more frequently it may include two volunteers.

Long Range Planning

As mentioned earlier, the \$3,000,000 goal for the Trust Fund in the next three years needs to be examined as part of the process of long-range planning for the organization. The long-range planning process should envision specific and measurable objectives of each program over a period of five to ten years and determine needs for major financial resources that are unlikely to be acquired through an annual fund raising campaign. The needs may include funding for the purchase and renovation of facilities for clinic sites as well as funding for the endowment or Trust sufficient to generate projected shortfalls of needed income from other sources.

Once the total need is determined, a feasibility study should be undertaken to ascertain the likelihood of success of a campaign of this magnitude. Major capital campaigns are commonly conducted no more than every seven to ten years, and therefore it is critically important that careful planning be done before the campaign is launched to assure its success and to determine whether it is reasonable to assume that the goal can be achieved. As with an annual campaign, to be successful in Pakistan, a capital campaign will need to emphasize very major gifts from the leading

families of Pakistan. The largest gift should equal 15 - 25 percent of the total goal, the next ten gifts should equal one-third of the total goal, and the next hundred gifts should equal another third of the total goal. In beginning a new fund raising initiative, it will probably be necessary to have five to ten prospects for each of the projected contributions. If those prospects cannot be identified, the campaign should not be launched with that high a goal in mind. Given below is an example of a gift table for a Rs.510,00,000 (\$3,000,000) capital campaign:

<u>#Prospective Donors</u>	<u>#Volunteer Solicitors</u>	<u>#Gifts</u>	<u>Gift Amounts</u>	<u>Total</u>
5	2	1	Rs.100,00,000	Rs.100,00,000
5	2	1	50,00,000	50,00,000
10	3	2	20,00,000	40,00,000
20	5	4	10,00,000	40,00,000
100	25	20	5,00,000	100,00,000
250	60	50	2,00,000	100,00,000
300	75	60	1,00,000	60,00,000
<u>1,000</u>	<u>250</u>	many under...Rs.	1,00,000	<u>20,00,000</u>
1,690	422			Rs.510,00,000

Staffing

In order for FPAP to resume active involvement in raffles, to carry on its current commitments in the pathology laboratory, and simultaneously to launch a major new initiative in fund raising will require adequate staff support. The following positions are desirable:

- (1) Director General or Senior Director of Resource Development, with responsibilities for oversight of the Division and an emphasis on carrying out the major gift donor campaign;
- (2) A Senior Director for Commercial Projects, to oversee the raffles and pathology laboratory;
- (3) A Senior Director of Donor Campaigns, to handle details of organizing area campaigns and training volunteers and to assist with preparation of materials necessary to support the campaign;
- (4) A Raffle Assistant Director, to handle details associated with the raffle operation;
- (5) A Fund Raising Assistant (Director level), to handle record keeping, acknowledgements, analyses and monthly financial reports on resource development, and assistance with budget planning in the division;

- (6) An Office Assistant, for filing and office support work; and
- (7) A Stenographer, for typing correspondence and reports.

A request has been submitted to two foundations by FPAP as a result of this consultantship, seeking support for this expanded staff. Attached as Appendix E is a funding proposal and budget prepared for this purpose.

If such support is not forthcoming, FPAP will need to make an internal decision as to how rapidly it can afford to expand staff in order to allow for greater fund raising initiative. While there are clearly risks involved in this venture, it is also true that it is necessary to invest money in support of fund raising in order to earn revenue. In addition to the staffing requirement, a budget has been prepared to allow for the implementation of the plan of action. The total budget estimate for resource development for the three years, 1987 to 1989, is \$611,430. This budget is an initial estimate which needs to be examined as part of the budget planning process of FPAP.

Foundations and Overseas Donors

As mentioned earlier, a list of thirty overseas donors interested in developing-country family planning associations was supplied to FPAP for investigation. Some of these donors may be interested in the "Self Reliance Project" prepared as part of this consultation. Others may be interested in project support.

It would be desirable to negotiate an understanding with IPPF that will allow FPAP to seek IPPF's approval to switch their funding to other approved programs when restricted project support is received from other donors. This would be better than having to return the funding through a reduction in the subsequent year's grant and would provide an incentive to seek restricted grants from other sources.

In addition to institutional donors overseas, a number of corporations and organizations with ties to Pakistan were discussed for possible solicitation. These include the Pakistani Doctors Association of the United States and the BCCI Bank, headquartered in London. In addition, the American Women's Club in Lahore and similar organizations of foreign individuals living in Pakistan are excellent prospects for

support. Of course, clients who have donated over the years and other donors and members of the organization should be routinely approached for support.

D. Public Relations And Communications

The cultivation of major donors is of critical importance to the long-term success of any fund raising initiative. For this reason, it would be desirable for the organization to hold an annual dinner for Friends of FPAP that would include an awards ceremony for volunteers. As part of the media campaign, the same dinner could offer awards for the best media coverage of family planning and population issues in various categories. Other types of possible cultivation include breakfast presentations, tours of clinic sites, and written communications. At a minimum, the latter should include a quarterly newsletter to all donors with information on program achievements and recent contributions, and an annual report that briefly (ten to fifteen pages) summarizes accomplishments of the preceding year. Top resource development volunteers should be honored in both of these publications, and both should include an appeal for support and a coupon that one can clip and send in with a donation.

In order to make it "safe" for people to support FPAP, every effort must be made to create a positive climate that emphasizes the high level of support for family planning in the society. While studies show that 65 to 90 percent of couples interviewed favor family planning services, it is desirable that a public opinion poll determine knowledge and attitudes about FPAP. This will be extremely useful in designing future public relations campaigns. Senator Javed Jabbar suggested the following three firms as possibilities for such a poll: SMAR International, Domestic Research Bureau of Unilever, and Business Research Bureau.

It is important for the public relations campaign to make a clear distinction between FPAP and the government population program, since most people will not voluntarily make donations to the government. An important element of the print media campaign should be the issuing of regular press releases emphasizing the positive accomplishments of FPAP.

E. Organizational Issues

As implied in the above sections, it is desirable to involve the local and zonal level resource development committees in donor recruitment and solicitation. The revolving fund, for

example, can be used to help encourage this process.

It will be necessary, as local volunteers become involved in fund raising, for FPAP to work out an agreement in advance on how the unrestricted contributions will be divided. It would be to the advantage of FPAP to establish some common understanding among its work units that funds raised through a donor campaign will support activities at both the local and national levels, with some equitable division of funds between the two levels. Every effort should be made to get all volunteers to see the larger picture and to feel a part of FPAP so that they can understand priorities for support that go beyond local projects.

In order to ensure that public relations and fund raising are effectively integrated to achieve common goals, many organizations combine these two areas into one division of external affairs. This is not a firm recommendation, but it is worth considering the possibility as a part of the long-range planning process of the agency.

Considerable discussion is underway within FPAP regarding the location of resource development staff within either the Trust or FPAP, itself. While it is possible for the staff

associated with raffles and commercial ventures to be housed within the trust, it is desirable that these projects be effectively coordinated with the donor fund raising activities. For this reason, I favor leaving the resource development office within FPAP and having the same staff provide support to trust fund activities under contract from the Trust. It is absolutely clear that the donor campaign cannot be run in isolation of FPAP. As stated by D. Chris Withers, Associate Vice President for Development at the University of Richmond, "Staff and institutional advancement cannot function as a adjunct to the rest of the (organization) but only as a integral part of it. Once you have obtained the financial resources the institution needs, you must continue to be involved with how those resources are used so you can report to the donors how their gifts have undergirded and strengthened your institution's... mission."

VII. NEED FOR ADDITIONAL TECHNICAL ASSISTANCE IN
RESOURCE DEVELOPMENT

There are several steps in the plan of action that would benefit from additional consulting assistance to FPAP. One

of these is the conducting of a public relations campaign, the initial planning for which is being done by MNJ Communications.

For the donor campaign in 1987, the primary need will be for the training of new staff in the general principles of fund raising and the training of volunteer solicitors in effective solicitation techniques.

In planning for the capital campaign, it is desirable for outside consultants to facilitate the long-range planning process and to design, if not conduct, the feasibility study. Outside counsel should help to design the specific plan of action for the capital campaign, once a determination is made to move ahead with it. Finally, it is desirable to have outside counsel periodically review materials and progress and assist with problems that arise during the campaign.

APPENDIX A

PEOPLE CONTACTED DURING TRIP
(JANUARY 19 - FEBRUARY 6, 1987)

Contacts Prior to Trip

Winston Forrest, Vice President for Resources - Planned
Parenthood Federation of America

Sterling Scruggs - UNFPA

January 20 & 21, 1987 (London)

Steve Fermer, Resource Development Advisor - IPPF

Barbara Herman, Project Writer - IPPF

Charlotte de Winton, Computer Specialist - IPPF

Frances Pietersz, Director - Indian Ocean Region - IPPF

Sunetra Puri, Information Officer - IPPF

Mani Rowley, Deputy Director - Population Concern

January 25, 1987 (Islamabad)

Mr. Mohammed Abdul Wasey, Program Officer - Health,
Population and Nutrition Office of USAID Mission

Mr. Qutubuddin Aziz, Chairman - National Press Trust of
Pakistan

January 26, 1987 (Lahore)

Attendees at initial briefing (see attached list)

Agha Kamal Haider Khan, a member of the Resource Development
Committee and Area Vice President for Lahore Zone

Brig. A. Qayum Sher, a member of the Resource Development
Committee and Chair of the Raffles Subcommittee

January 27 - 29, 1987

Col. Shahzad Ahmad Khan, Senior Director - Resource
Development

Col Dr. Abdul Qadeer, Senior Director - Medical Division

Salim Chishdi, Director General - Communications and Publications

Jamil Ahmad, Director General - Management and Finance

Surayya Jabeen, Director General - Planning and Program Development

Iffat Chaudhry, Director - Evaluation

Mian Altaf Ahmad, Director General - Field and Training Division

January 30, 1987

Senator Javed Jabbar - MNJ Communications (Private) Ltd.

January 31, 1987

Dr. Attiya Inayatallah, Chair - Planning and Program Monitoring Committee

Agha Kamal Haider Khan, a member of the Resource Development Committee and Area Vice President for Lahore Zone

Brig. A. Qayum Sher, a member of the Resource Development Committee and Chair of the Raffles Subcommittee.

Col. Shahzad Ahmad Khan, Senior Director of Resource Development

Col. Dr. Abdul Qadeer, Senior Director, Medical Division

Salim Chishdi, Director General of Communications and Publications

Jamil Ahmad, Director General, Management and Finance

Surayya Jabeen, Director General, Planning and Program Development

Iffat Chaudhry, Director of Evaluation

Mian Altaf Ahmad, Director General, Field and Training Division.

MINUTES OF MEETING WITH ENTERPRISE GROUP
HELD ON 26.1.1987

The following were present :-

- | | |
|-------------------------------|--|
| 1. Ms. Carolyn Cantlay | Family Planning Specialist
Enterprise Programme. |
| 2. Mr. Jerry Russell | Asia Regional Representative
of Enterprise Programme. |
| 3. Mr. William Ryerson | Fund Raising Consultant. |
| 4. Sardar Karim Nawaz | Honorary General Secretary |
| 5. Agha Kamal haider | Area Vice President, Lahore Zone |
| 6. Dr. Qamar Zaman | Chairman, Medical Committee |
| 7. Brig. A. Qayum Sher | Member, Resource Development
Committee. |
| 8. Mrs. Rashida Ijaz | Chairperson, PPWD & Youth
Committee. |
| 9. Begum Surayya Jabeen | D.G. Planning & Programme Dev. |
| 10. Mian Altaf Ahmad | D.G. Field & Training Division |
| 11. Mr. Salim Chishti | D.G. Communication & Publications. |
| 12. Col. Shahzad Ahmad Khan | Senior Director Resource Development |
| 13. Mian Abdul Hamid | Senior Director, Planning and
Programme Development. |
| 14. Ms. Ferida Sher | Senior Director Women & Youth |
| 15. Mrs. Iffat Chaudhry | Senior Director Research & Evaluation |
| 16. Col. (Retd) Dr. A. Qadeer | Senior Director Medical |
| 17. Miss Tahira Rahman | Asstt: Director |

APPENDIX B

AREAS OF DISCUSSION FOR INTERVIEWS AT FPAP

Institutional Planning & Mission

1. Is the planning process of the agency ongoing and systematic? Committee and staff structure.
2. What is the mission of FPAP?
3. What are program objectives of FPAP? What is the project development process?
4. What is the level of agreement on mission and program objectives? Is there a case statement?
5. How well does FPAP fulfill its objectives? What evidence can you cite?
6. What are FPAP's most significant strengths and weaknesses?
7. What is your attitude about future growth and direction of FPAP?
 - a. Should FPAP's programs be further diversified? Should current programs be further developed and reinforced first?
 - b. Should FPAP seek to grow?
8. Are charges to clients a good value? Are charges too high, too low, or about right? (patient fees and contraceptive sales).
9. How do charges relate to the real, full cost?

Financial Management

10. What are your impressions of the general financial condition?
11. What do you know about the sources and proportions of revenue and expense at FPAP? Do you consider these appropriate?
12. What do you know about condition and strategy for management of annual operating budget at FPAP?

13. What do you know about the endowment - size, purpose, investment strategy? Is it adequate?
14. In order of importance, what are FPAP's financial needs?

Leadership

15. How well does the organizational structure serve the needs of the agency? Is it workable?
16. What are your impressions of the leadership ability and commitment of the Board of Trustees? Is a systematic effort made to identify and recruit new leadership, and is fund raising a criterion in this process?
17. What is your evaluation of the Chair of the Planning and Program Monitoring Committee in her roles as program leader and fundraiser?
18. What is your evaluation of the abilities of the other administrative officers? Are they supportive of resource development activities and are they informed of them?
19. In your judgment, who are the individuals who are or could be FPAP's most important volunteer leaders? What are their most important responsibilities?
20. How effective are internal communications at FPAP? Do senior staff meetings include discussion of fund raising activities?

External Communications

21. Does FPAP communicate well with its publics?
22. Thru what mechanisms does FPAP communicate best? What shortcomings do you perceive?
23. Are there any television advertisements, newsletters? What is your impression of these and of the general literature?
24. What are the central themes of FPAP's messages to its publics? Do they portray FPAP favorably and accurately?
25. Are there special events at FPAP (building dedication, open house, community lunches, annual dinners)? What is your evaluation of those events.

26. Is public relations/communications effectively integrated with fund raising to achieve common goals?

Resource Development

27. What are FPAP's most important fund raising needs and what is the basis of your judgments? (Programs, capital, endowment).
28. What laws (tax deductibility, regulation of fund raising by charities, registration) are you aware of in Pakistan that affect fund raising?
29. Do people in Pakistan pay bills by mail? Do they buy merchandise thru catalogs?
30. Do you know of other organizations that do appeals for contributions through the mail? Do they use postage-paid pre-addressed return envelopes?
31. Are you aware of any organizations carrying out phonathons?
32. How would you evaluate FPAP's fund raising potential - in terms of the strength of its case and the documentation of its needs?
33. Who are the possible groups of donor prospects to FPAP? Rank them by fund raising priority.
34. What kinds of activities would be most helpful for identifying and cultivating prospects for fund raising purposes?
35. What is your appraisal of the effectiveness of the current fund raising initiatives?
36. What are the two or three most important reasons for anyone to support FPAP?
37. Do you contribute to FPAP? Are staff and volunteers encouraged to give?
38. Are there accurate constituency records?
- a. From raffles?
 - b. Clients?
 - c. Donors?
 - d. Telephone numbers?
39. Define your area of responsibility.

40. Describe your background and training prior to your current role.
41. Do you have a clear sense of work priorities in your job?
42. Is job performance measured? Do periodic, formal evaluations take place?
43. Are previous fund raising activities analyzed against objectives on an annual basis for success or failure, and are corrective measures taken?
44. Describe the information systems and research process.
45. Describe the gift reporting and recording and acknowledgement process (with institutions as well as individuals).
46. What efforts are made for donor recognition and stewardship?
47. Are there annual program and budget plans for the following. What are the budgets?
 - a. Fund raising?
 - b. Communications?
 - c. Education?
 - d. Revenue-producing projects?
 - e. Publications?
48. What is the goal setting process?
49. What is the staffing structure?
50. How are fund raising volunteers recruited and trained? How are volunteers informed of resource development objectives and related operational plans?
51. Describe the annual giving program.
 - a. Budget.
 - b. Degree of personalization.
 - c. Number of volunteers. Experience with face-to-face solicitations.
 - d. Giving clubs by amount and number of members.
 - e. Number and type of mailings.
 - f. Schedule.
 - g. Phonathon activities.
 - h. Planned giving activities.
52. Please describe the zonal resource development activities.

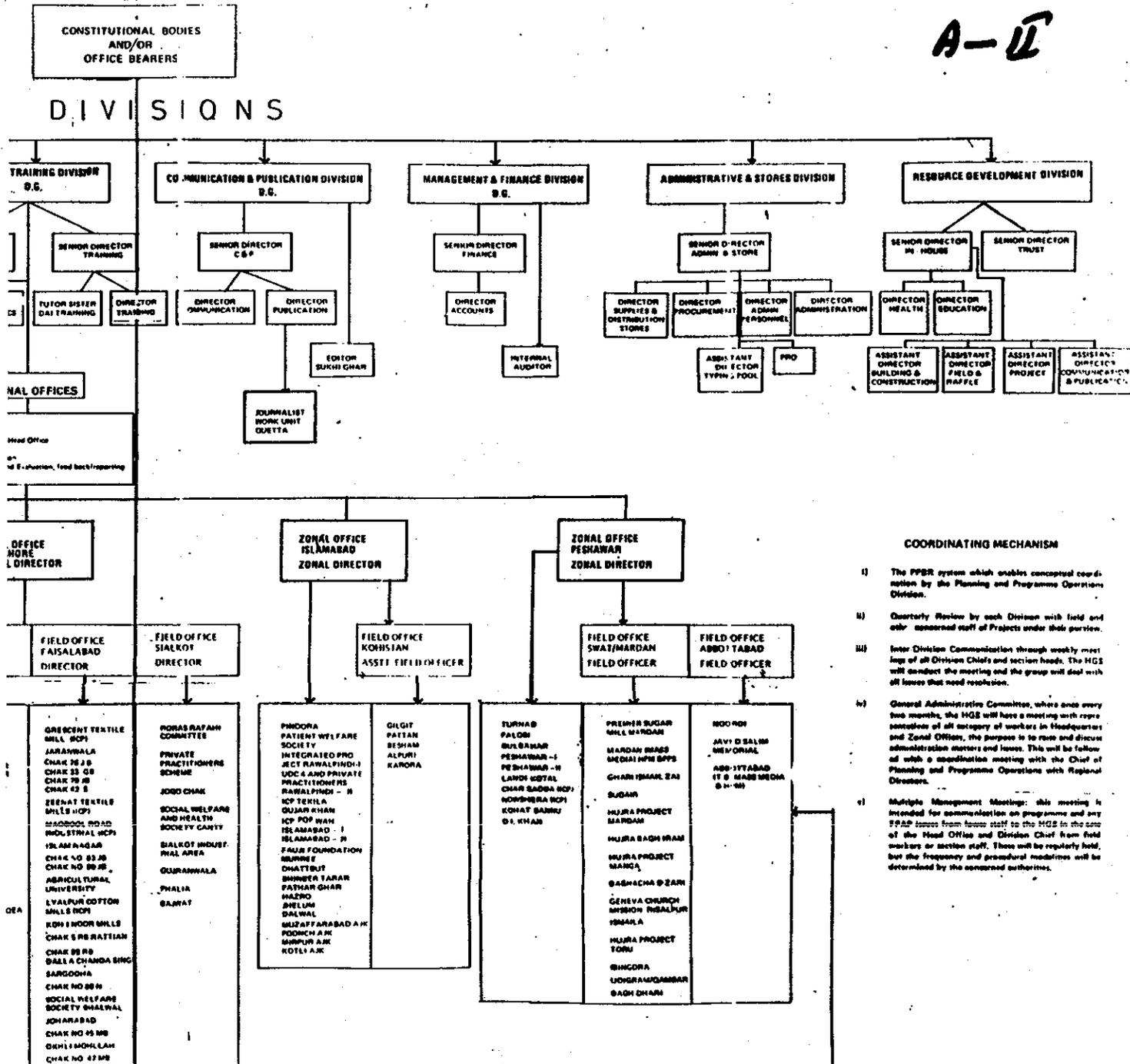
APPENDIX C

ORGANIZATIONAL CHARTS

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MANAGEMENT FLOW CHART

A-II



BEST AVAILABLE COPY

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APPENDIX D

PLAN OF ACTION

February, 1987

Administration:

Seek Resource Development Committee approval of Plan of Action and revised budget.

Consolidate all donor records in R.D. Division.

Commercial Projects - on going.

Public Relations

Feb. 15 - Presentation of Print Media Campaign by MNJ.

Contact Q. Aziz, Press Trust of Pakistan.

By Feb. 15 - Visit Minister of Information,

Chairman PTV and PBC.

Seek estimates on public opinion poll re FPAP.

By Feb. 15 - Develop theme of script for slide show.

Feb. 15 - begin photograph project.

Do proposal for Self-Reliance Project. Submit to foundations.

Acquire copy of Foundation Directory.

Determine national/local split for money raised.

Do presentation to legislators regarding Rs. 50,000,000 per legislator.

March

March 30- Complete photo project.

Begin development of leaflet, "Why I give to FPAP," by seeking donor quotes.

Begin making appointments for slide presentation.

Identify area chairs for donor campaign in each city where presentations are to be made.

Resource Development Committee members pledge and solicit members of National Council. Seek 100 percent participation by June 1.

Book presentation to meeting. of Pakistani doctors of US.

Begin process of long range planning for agency's financial needs - to be done by September.

Develop radio commercial campaign - why I support FPAP. Run as public service announcements.

Establish gift flow and recording process and acknowledgement process.

Explore mail (post) appeals by T.B. Association.

Establish relationship with banks for donation payments.

April

Complete "bookings" for June and July presentations.

Completion of text for slide show.

Complete text of donor leaflet.

Agree on categories of giving (National Executive Committee
+ Resource Development Committee)

Publish 1985 Annual Report.

Recruit area steering committees of 7-12 for area donor
campaigns.

Hold steering committee meetings for rating and screening
prospects and identification of possible solicitors.

Recruit volunteer solicitors and ask them to attend
training.

Solicitor kits prepared.

Do proposals to overseas foundations for project support or
Self-Reliance Project, as appropriate.

May

Meeting of Resource Development Committee.

Completion of slide show.

Print donor leaflet.

Print gift cards.

Hold training event(s) for solicitors in preparation for
June presentations.

Steering Committee members pledge and solicit
volunteer solicitors. Principle that no one
who hasn't given should solicit.

Send appeal to all past donors for contribution to annual campaign. Solicit past donors of more than Rs.2000 personally. Include gift card and postage-paid reply envelop with letters.

Consultant visit for review, staff training, possible solicitor training.

June

If funding available, hire Chief of Resource Development, Senior Director for Fund Raising Campaigns, and Fund Raising Director.

Two slide presentations.

Solicitors follow up each presentation by soliciting personal or corporate gifts through one-on-one or two-on-one, face-to-face meetings at home or office of prospective donor. Complete task in 4-6 weeks.

Solicitor training for July presentations.

July

Publish newsletter for volunteers and donors.

Two slide presentations.

Follow up solicitations.

Report meetings during solicitation process held every two weeks for 4-6 weeks.

Training of solicitors for August presentations.

August

Meeting of R.D. Committee.

Two slide presentations.

Training of solicitors for September presentations.

Solicitations and report meetings

Send key staff to U.S. for further fund raising training.

Initiate public opinion survey regarding FPAP.

September

Develop long range plan for agency's needs.

Two slide presentations.

Begin development of honorary advisory council.

Training of solicitors for October presentations.

Solicitation and report meetings.

Plan mailing to appeal to those not solicited personally.

Letter sent to all staff and volunteers - soliciting support.

October

Develop summary of case for long range needs and
alternatives.

Two slide presentations.

Training of solicitors for November presentations.

Solicitations and report meetings.

Send second appeal to past donors for
year-end contribution. Include gift form.
Develop material on trust giving for use with major older
donors.

November

Meeting of Resource Development Committee.
One slide presentation.
Training of solicitors for December presentations.
Solicitations and report meetings.
Presentation to BCCI Bank in London.
Develop list of interviewees for feasibility study.
Computerize donor records.

December

One slide presentation -- Pakistani doctors of U.S.
Association.
Solicitations and report meetings.
Hold annual dinner for Friends of FPAP
(with major speaker) and awards for volunteers.
Complete list of interviewees for feasibility study.
Mail letter requesting interview to list.
Telephone to schedule interviews.

First Quarter, 1988

Conduct capital campaign feasibility study.

Report on feasibility of major campaign.

Conduct trial phonathon in Karachi.

Conduct annual campaign as in 1987.

In January, 1988 conduct analysis of results of each
Resource Development activity.

Seek permission of donors to list names of

all donors of more than Rs.2000 in Annual Report.

Ask all 1987 solicitors to recruit another solicitor.

Second Quarter, 1988

Develop prospect lists for capital campaign.

Develop full case statement.

Establish capital campaign steering committee.

Begin solicitation of Nucleus Fund.

Conduct trial for mailing in Islamabad & Karachi.

Third Quarter, 1988

Establish zonal capital campaign steering committees.

Complete development of prospect lists.

Conduct rating and screening sessions.

Recruit and solicit volunteer solicitors.

Conduct training of solicitors.

Begin campaign solicitations for major gifts.

Fourth Quarter, 1988

Complete major gift solicitations.

Announce goal publicly and launch public phase of campaign.

First Quarter, 1989

Complete public phase of capital campaign.

Celebration dinner.

Conduct annual campaign as in 1988.

Second Quarter, 1989

Complete report and analysis on capital campaign.

Third Quarter, 1989

Annual campaign appeal to all donors.

(Personal solicitation for all gifts over Rs.2000)

Fourth Quarter, 1989

Complete 1989 annual campaign.

APPENDIX E
FUNDING PROPOSAL FOR
THE SELF-RELIANCE PROJECT

Dear

I am writing to seek the support of the _____ Foundation for a project on self-reliance being undertaken by the Family Planning Association of Pakistan.

As is true of many developing country family planning associations, our organization has been heavily dependent on assistance from US AID supported agencies, especially International Planned Parenthood Federation, during the last 15 years. In 1975, our IPPF contribution represented 96% of our total agency budget (or \$454304).

Prior to the loss of US AID funds by IPPF, we realized that foreign governmental assistance was leveling off, while we had a rapidly growing program. We now serve over 130,000 couples with contraceptive services, as well as offering sterilization services and numerous education, out-reach, and motivation projects nationwide. To allow us to continue to meet the growing demand and need for family planning services in Pakistan, we initiated a Resource Development Division in 1980 to develop domestic support for FPAP. Through operating raffles and other resource development projects we were successful in buying buildings for our headquarters in Lahore and for Model Clinics in Karachi and Peshawar. Our net income from Resource Development Projects during 1980-84 was \$195,489. In the process, FPAP reached out to over 10,000,000 people who participated in raffles with information on family planning. In 1985, Resource Development Projects raised a total of \$144,000. Our success in attracting project support from various overseas institutional donors together with our revenues from Resource Development enabled us to achieve 29 percent of our annual operating budget from other than IPPF sources in 1985. At that time our total agency budget was \$1,511,491, and our support from IPPF was \$1,076,300.

As a result of a resource development consultation, we have decided to expand our Resource Development Division to enable us to carry out a project on self-reliance. The concept of this project is to build upon our successful revenue generating activities of the past by conducting a donor fund raising campaign among leading families in Pakistan's business, professional and governmental circles. Over a period of three years, we anticipate developing first an annual campaign for support of agency projects and then, in the second and third years, a major capital campaign to fund an endowment and the purchase of clinic sites. Our goal for the endowment is \$3,000,000 and our current estimate of building needs is \$400,000. By the end of the third year, we are hoping that the annual campaign will be generating \$300,000 per year. While this will not give us total independence from overseas support, it will allow for a fund that can be invested to grow and provide income to

PROPOSAL FOR SUPPORT OF A PROJECT
ON SELF RELIANCE FOR THE
FAMILY PLANNING ASSOCIATION OF PAKISTAN

FEBRUARY, 1987

I. SUMMARY

The Family Planning Association of Pakistan (FPAP) is undertaking a major fund raising initiative to seek support from in-country individuals, corporations and trusts, as well as overseas individuals and corporations with ties to Pakistan. The intent of this campaign is to achieve some measure of financial independence and security for FPAP, as opposed to the past pattern of reliance upon its parent body, the International Planned Parenthood Federation in London. In order to undertake this initiative, FPAP needs to expand the capabilities of its Resource Development Division while continuing to support successful revenue generating activities of the past. A three-year projection of the total cost of this initiative is \$611,430. Private support is necessary in order to make this initiative possible. We currently anticipate that the yield of our fund raising initiatives over the next three years will amount to nearly \$4,000,000.

II. BACKGROUND

The Family Planning Association of Pakistan was founded in 1953 under very difficult conditions for family planning. Since that time, it has strived to maintain legal access to family planning services and related reproductive health care through intense advocacy efforts with the federal and

provincial governments. In addition, the organization has developed a variety of communication, motivation, education, training and medical service programs. In addition to serving 130,000 contraceptive clients at model clinics in larger cities and through traditional medical practitioners in rural areas, FPAP has developed numerous specialized outreach programs to various target groups in Pakistan.

Although in a traditional Muslim society family planning is at best controversial, our spot surveys among young couples now indicate that between 65 percent and 90 percent believe family planning services should be available. Regrettably in Pakistan, which is the ninth largest country in the world, only about 11 percent of couples in Pakistan actively use contraceptive services.

This statistic highlights the need for expanded communication and service programs. In fact, we are in the process of planning a greatly expanded media campaign to more assertively promote knowledge of the benefits of family planning and of FPAP, itself.

Although overseas institutional donor support is available to sustain specific outreach and medical service projects, funding for many communication and advocacy programs is not readily available. Furthermore, in recent years the available funds from international aid sources for family

planning has leveled off, while overall program needs are expanding. This has been particularly true of IPPF, which has been the major donor to FPAP during its existence.

For example, in 1975, IPPF provided project grants to FPAP which accounted for 96 percent of our total income. In 1984, IPPF lost 25 percent of its total budget when the U.S. Agency for International Development eliminated its entire \$17 million grant to IPPF. As a result, IPPF has been forced to reduce its assistance to family planning associations in developing countries.

Even before that event, FPAP recognized the need to generate income domestically - both to prevent total dependence upon one funding source and to allow development of innovative programs for which overseas funding was not available. Diversifying sources of restricted project grants was not a total answer to this need, since IPPF has a policy of reducing its grant by any amount received from other sources for projects it funds. Clearly, unrestricted support was needed.

In 1980, FPAP made a major commitment to resource development. In that year a Resource Development Division was launched, under the supervision of a volunteer Resource Development Committee. Two types of activities were undertaken: (1) assistance to local work units to carry

out revenue generating events and projects, such as cultural shows; and (2) raffles in major cities. Local revenue generating activities were assisted with a revolving loan fund. In the history of this loan fund, all of the projects by the local work units have proven successful, and the loans have been repaid in a timely manner - generally in less than six months. This fund has been important for boosting the morale of local work unit volunteers, and it has resulted in much needed support for local projects.

The raffles have been an even greater success. Raffle tickets have been sold to over 10,000,000 people in Pakistan in exchange for a chance to win a variety of prizes, including a top prize of a mini-van. The raffle tickets have been sold to support FPAP's planned maternal and child health care clinic and each ticket has carried information about the clinic and FPAP. Prize drawings have been held near an FPAP facility and FPAP officials, and local dignitaries have described FPAP's programs and services before determining the prize winners. In addition to the public relations value of the raffles, they have generated most of the Rs.4,000,000 (approximately \$240,000) profit earned by the Resource Development Division since 1980.

In 1986, the government of Sind (the province where the largest city, Karachi is located) put a stop to raffles by all organizations. The government has subsequently approved

only four organizations to hold raffles in Sind, including FPAP. In the meantime, revenue from raffles fell dramatically during 1986. We expect to be able to resume holding raffles in Karachi when the situation following the riots of last year is normalized. We anticipate this will be possible by April, 1987.

Also in 1986, the Resource Development Division launched a commercial venture - a pathology laboratory. As a business venture, we planned an initial investment of funds to be followed in a reasonable period of time by a net operating profit. After one year of operation the laboratory is closer to the break-even point but is not yet generating a profit.

III. OBJECTIVE AND RATIONALE

We have considered other commercial ventures, but have determined that our next initiative should be an in-country fund raising campaign for donations from individuals, businesses, and trusts. This will be accompanied by outreach to overseas individuals and organizations with ties to Pakistan. Our plan is to conduct an annual campaign for one year, followed by a major capital campaign to provide support for the FPAP Trust (endowment) and to allow for the purchase of clinic sites. Although a long range planning process and feasibility study will determine the actual goal

for the capital campaign, we anticipate a goal of \$3,000,000. We hope the annual campaign will grow during this time to \$300,000 per year. Thus in three years, we plan to receive contributions or pledges totalling nearly \$4,000,000.

Although we have never conducted a regular fund raising campaign among our friends and volunteers, we have over 3800 members, 3400 of whom pay an annual membership fee. In addition we have received donations for many years from clients in our model clinics who could afford more than our nominal charges. Donations at the local and national level have included the gift of a building for our model clinic in Karachi and contributions of property and cash to our Trust Fund. Thus we have evidence of considerable good will toward FPAP by our friends. While a fund raising campaign for family planning in Pakistan cannot be assured of success, we feel it would be prudent to make a significant effort among the leading families and businesses of Pakistan to obtain major private support.

IV. PLAN OF ACTION

We recognize that investment of considerable time and energy by volunteers and staff will be necessary to ensure success of a fund raising initiative. In 1987, we plan on conducting personal solicitations of 600 individuals. This

will require training at least 125 volunteer solicitors, carefully evaluating priority prospects for solicitation, and putting in place support staff, record keeping systems, and print and audio-visual materials to support the campaign. In addition, planning for a capital campaign will involve conducting a long-range planning process and feasibility study, as well as planning the major organizational effort that a campaign of this magnitude requires.

We have prepared a plan of action for our fund raising and resource development activities for the next three years, as follows:

March

March 30- Complete photo project.

Begin development of leaflet, "Why I give to FPAP," by seeking donor quotes.

Begin making appointments for slide presentation.

Identify area chairs for donor campaign in each city where presentations are to be made.

Resource Development Committee members pledge and solicit members of National Council. Seek 100 percent participation by June 1.

Book presentation to meeting. of Pakistani doctors of US.

Begin process of long range planning for agency's financial needs - to be done by September.

Develop radio commercial campaign - why I support FPAP. Run as public service announcements.

Establish gift flow and recording process and acknowledgement process.

Explore mail (post) appeals by T.B. Association.

Establish relationship with banks for donation payments.

April

Complete "bookings" for June and July presentations.

Completion of text for slide show.

Complete text of donor leaflet.

Agree on categories of giving (National Executive Committee + Resource Development Committee)

Publish 1985 Annual Report.

Recruit area steering committees of 7-12 for area donor campaigns.

Hold steering committee meetings for rating and screening prospects and identification of possible solicitors.

Recruit volunteer solicitors and ask them to attend training.

Solicitor kits prepared.

May

Meeting of Resource Development Committee.

Completion of slide show.

Print donor leaflet.

Print gift cards.

Hold training event(s) for solicitors in preparation for
June presentations.

Steering Committee members pledge and solicit
volunteer solicitors. Principle that no one
who hasn't given should solicit.

Send appeal to all past donors for contribution
to annual campaign. Solicit past donors of more than
Rs.2000 personally. Include gift card and
postage-paid reply envelop with letters.

Consultant visit for review, staff training, possible
solicitor training.

June

If funding available, hire Chief of Resource Development,
Senior Director for Fund Raising Campaigns, and Fund
Raising Director.

Two slide presentations.

Solicitors follow up each presentation by soliciting personal or corporate gifts through one-on-one or two-on-one, face-to-face meetings at home or office of prospective donor. Complete task in 4-6 weeks.

Solicitor training for July presentations.

July

Publish newsletter for volunteers and donors.

Two slide presentations.

Follow up solicitations.

Report meetings during solicitation process held every two weeks for 4-6 weeks.

Training of solicitors for August presentations.

August

Meeting of R.D. Committee.

Two slide presentations.

Training of solicitors for September presentations.

Solicitations and report meetings

Send key staff to U.S. for further fund raising training.

Initiate public opinion survey regarding FPAP.

September

Develop long range plan for agency's needs.

Two slide presentations.

Begin development of honorary advisory council.

Training of solicitors for October presentations.

Solicitation and report meetings.

Plan mailing to appeal to those not solicited personally.

Letter sent to all staff and volunteers - soliciting support.

October

Develop summary of case for long range needs and alternatives.

Two slide presentations.

Training of solicitors for November presentations.

Solicitations and report meetings.

Send second appeal to past donors for year-end contribution. Include gift form.

Develop material on trust giving for use with major older donors.

November

Meeting of Resource Development Committee.

One slide presentation.

Training of solicitors for December presentations.
Solicitations and report meetings.
Presentation to BCCI Bank in London.
Develop list of interviewees for feasibility study.
Computerize donor records.

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Recruit and solicit volunteer solicitors.

Conduct training of solicitors.

Begin campaign solicitations for major gifts.

Fourth Quarter, 1988

Complete major gift solicitations.

Announce goal publicly and launch public phase of campaign.

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First Quarter, 1989

Complete public phase of capital campaign.

Celebration dinner.

Conduct annual campaign as in 1988.

Second Quarter, 1989

Complete report and analysis on capital campaign.

Third Quarter, 1989

Annual campaign appeal to all donors.

(Personal solicitation for all gifts over Rs.2000)

Fourth Quarter, 1989

Complete 1989 annual campaign.

V. EVALUATION AND DOCUMENTATION

Each phase of our planning and fund raising activities will be carefully documented and reported to funders semi-annually (or more frequently if desired). In addition to the monetary success of the campaign, the evaluation of the results will include the level of participation of our

National Council and other volunteers as contributors and solicitors and the total number of people reached through public relations and fund raising activities. Reports on our progress will also be sent to IPPF and to interested family planning associations in other countries.

VI. BUDGET AND NEED FOR SUPPORT

To our knowledge, this initiative will mark the first time a developing country family planning association has undertaken a major in-country drive for donations. As such it will be followed with great interest by various donor agencies, as well as IPPF and its member affiliates.

With USAID - originated funds not available to support fund raising expenses and IPPF support needed to maintain existing programs, private support is of critical importance in allowing this initiative to move forward. We are seeking support from a number of foundations and individuals to provide the \$611,430 needed to make this Self Reliance Project possible. The budget on the following page itemizes the anticipated costs of our resource development initiative over the next three years.

BUDGET FOR RESOURCE DEVELOPMENT 1987 - 1989

<u>Personnel</u>	<u>Three-Year Total</u>
Director General - Resource Development	\$ 27,960
Senior Director - Commercial Projects	16,740
Senior Director - Donor Campaigns	16,740
Raffle Assistant Director	9,750
Fund Raising Director	11,700
Office Assistant	3,600
Stenographer	<u>4,140</u>
Sub Total:	<u>\$ 90,630</u>

Direct Expenses

Raffle expenses (Prizes, Printing, Publicity, Travel) \$7500 per raffle x 24 raffles.	\$180,000
Operating expenses of Lawrence Pathology Laboratory.	156,000
Donor Program Expenses	
Travel and meetings - in Country	51,000
- Overseas	18,000
Printing	37,700
Telephone	3,000
Postage	3,000
Publicity and Public relations campaign	60,000
Office Supplies	1,500
Utilities	600
Administrative Services	<u>10,000</u>
Sub Total Direct Expenses	\$520,800
Total Expenses (Three Years)	\$611,430