



# UPLIFTING ADOLESCENTS PROJECT

## WORKSHOP REPORT

### *"FUNDRAISING AND SUSTAINABILITY"*

7.2030

FOR

NON-GOVERNMENT ORGANIZATIONS (NGOs)

*Presented by*

***FLORIDA ASSOCIATION OF VOLUNTARY AGENCIES  
FOR CARIBBEAN ACTION (FAVA/CA)***

*Medallion Hall Hotel, Kingston 10*

*May 11-12, 1999*

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# Preface

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On May 11-12, 1999, the Uplifting Adolescents Project (UAP) held a workshop at the Medallion Hall Hotel, Kingston, for representatives of NGOs which are sub-grantees of the Project. The topic was "Fund-Raising & Sustainability" and the objectives were to:

- a) expose the participants to innovative fund-raising ideas and concepts for use in promoting financial sustainability of their organisations;
- a) explore application of those concepts to the Jamaican context; and
- a) develop, in small group settings, the structures and fundamental content of fund-raising and sustainability plans for Jamaican NGOs.

Fifteen (15) NGOs were represented by 25 persons on Day 1 and 28 persons on Day 2. A staff member from the Youth Unit of the Ministry of Local Government, Youth & Community Development also participated. In attendance too, for some or all of the sessions, were USAID/Jamaica representatives and UAP administrative staff. A complete list of participants is attached as *Appendix I* (pgs. 23-24).

The workshop programme (*Appendix II*, pg. 25) was delivered by a team of volunteers from the Florida Association of Voluntary Agencies for Caribbean Action (FAVA/CA). Members of the 3-person team were:

- Ms. Mary Dekle - Team Leader  
Resource Developer, Legal Services of North Florida, Inc.
- Mr. Thomas (Tom) Norman, JD, CFRE  
Director of Gift Planning, Florida Governor's Alliance for  
the Employment of Disabled Citizens (The Able Trust)
- Mr. Nicholas (Nick) J. Millar  
Regional Director, Associated Marine Institutes.

The team of presenters provided participants with an abundant supply of relevant resource material. **Each NGO team of participants received a complete set of all the handouts and, in most instances, the distribution was to each participant.** Some of these items have been attached as appendices to this report of the Workshop's proceedings. Any item not so attached can be easily accessed by NGO staff through contact with their representative(s) who attended the Workshop.

This summary report has been prepared to provide a permanent source of information and ideas on "fund-raising for sustainability". **As usual, Heads of NGOs are asked to ensure that it is circulated to all present and future staff members assigned to the UAP Project.** Board members and other members of staff should also find the contents informative.

# Contents

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## DAY 1

Welcome & Introductions .....	1
Blow Your Own Horn .....	1
Managing the Development Programme .....	3
What Have We Learned? .....	4
Small Capital Campaigns .....	7
Special Events - Launch the Balloons .....	9
What Are the Strengths and Challenges? .....	10

## DAY 2

Building Better Boards .....	12
Endowment & Sustaining Gifts .....	15
Local Support – How to Build Mutually Beneficial Partnerships .....	17
Where to Find New Financial Sources .....	19
How to Tell the Story .....	20
Where Do We Go from Here? .....	21
Presentation of Book Gifts .....	21
Workshop Evaluation .....	22

## **Appendices**

I	List of Participants .....	23
II	Workshop Agenda .....	25
III	Non-Profit Computer System Issues .....	26
IV	Research Donors from Your Desk With Ease, Results .....	27
V	9 Steps to a Success Capital Campaign .....	28
VI	Elements of Success for a Funded Project .....	30
VII	Fund Development – Capital Campaigns .....	32
VIII	A Donor Bill of Rights .....	36
IX	The Nine Commandments for Fund-Raisers.....	37
X	Direct Mail: Successful Strategies for the Small Shop .....	39
XI	Effective Fund-Raising Messages: The “I’s” Have It! .....	41
XII	Action Plan <i>pro forma</i> .....	42
XIII	Workshop Evaluation form .....	43
XIV	Workshop Evaluation Analysis Report .....	45

# Summary of Workshop Proceedings

DAY 1

Tuesday, May 11, 1999

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## Welcome & Introductions

Mr. Frank Valva, UAP Chief of Party, warmly welcomed everyone present, and suggested that the persons who had not yet arrived might have been delayed by the usual congested traffic conditions.

He noted that there was a concern for the future sustainability of projects started under the UAP and this had been the impetus for arranging the Workshop. The agenda had been designed to provide participants with information on successful fund-raising concepts and strategies employed by some Florida non-profit organisations, in the expectation that many of those ideas could be adapted and applied in the Jamaican context. He hoped, therefore, that participants would take full advantage of the unique opportunity which had been arranged for them.

After thanking Mr. Sam Dowding for his hard work, and use of previous contacts with FAVA/CA, to make the Workshop a reality, Mr. Valva introduced the FAVA/CA presenters (Ms. Mary Dekle, Mr. Tom Norman and Mr. Nick Millar) and their associates, Ms. Aileen Sanchez and Ms. Natasha Marks; the new UAP Training Co-ordinator, Mrs. Sandra Cooper, and USAID/Jamaica staff members, Mr. Danny Gordon, Ms. Joan Davis and Ms. Sheila Lutjens.

Ms. Lutjens (USAID Health Officer and Director, Office of General Development) was then invited to bring greetings on behalf of Ms. Mosina Jordan, USAID Director, who was unavoidably absent. In her remarks, Ms. Lutjens said USAID was very enthusiastic in its support of NGO programmes in Jamaica. She pointed out, however, that the purpose of the Workshop identified one of the areas which needed strengthening, if NGOs were going to be able to carry on their programmes after the present donor funding ceased. She congratulated the NGOs on their accomplishments over the past 2½ years, and said she looked forward to seeing them engaged in some very innovative fund-raising activities in the near future.

## Blow Your Own Horn

Ms. Dekle began by introducing herself and the other two presenters. They then individually summarised their personal backgrounds, fund-raising experience, and the aims as well as notable successes of the organisations with which they worked.

Participants were then asked to introduce themselves in turn and, in doing so, to give a brief summary of their organisation's objectives and achievement highlights.

When that activity was complete, Ms. Dekle stressed that it was important for each organisation to blow its own horn to increase credibility, win public support and ensure longevity. This entailed:

- i) being able to answer the following questions:
  - Who started the organisation?
  - What is its mission?
  - What has been(is) actually done?
  - What have been the successes?
- ii) celebrating successes and publicising them;
- iii) examining failures so that something positive could be learned to guide future action;
- iv) telling the organisation's story regularly — both internally and externally, so that staff could be inspired and members of the public could appreciate the difference the organisation was making to the community's quality of life.

She further suggested that any organisation which did not have one, should develop a clear and concise Mission Statement. To keep the organisation's purpose in the forefront at all time, Mission Statements could, for instance, be read before each Board meeting and mounted in constant view of persons answering the phones...and so on.

Opportunities for telling 'the story' were plentiful and none should be overlooked —e.g., offering to be guest speaker at meetings of service clubs, church groups, professional associations; publishing and distributing a newsletter periodically; submitting frequent news releases to local newspapers and radio/TV stations, international news services (e.g., Associated Press); seeking appearances on radio/TV talk shows to publicise programme activities, special events, children's successes, etc.

Finally, each participant was encouraged to:

- reserve at least half-day on his/her calendar each month for development activity: for example, to write a press release or call up to make a speaking engagement, to get one success story from each employee for building an Information Bank of items for inclusion in future press releases;
- think of one new way his/her organisation could tell its story internally, to the community and to the world.

## Managing the Development Programme

The video, "Managing the Development Programme"<sup>1</sup> was screened and an accompanying handout, with the same title, was distributed. The video gave useful tips on integrating development and fund-raising activity and what the fund-raiser was expected to do. During the video presentation and the subsequent comments from the presenters, successful fund-raising was linked to taking a professional approach and the following major points were made:

- Planning: Identify clear 3-year objectives. Prepare concise annual plans, with specific financial target amounts, to show what was to be accomplished and by when.
- Board and leadership must be clear on what is to be achieved by the fund-raising programme, be personally committed, and be willing to be involved in a practical way to make donors know how important their gifts are to the organisation.
- Marketing: Identify and cultivate prospective donors. It would be a mistake not to develop a strategic marketing plan for targeted marketing.
  - 'Tell the story'; get prospects to accept the organisation's goals and to want to become a part of the solution for addressing priority needs. Make them friends and then part of the 'family'.

### *How to attract prospective donors?*

- The focus should be on determining who can give and what is likely to make them give. Research overseas charitable foundations as well as local sources.
- Collect background information and tailor approach accordingly.
- Direct mail appeals have been found to be an effective marketing tool for prospects meeting appropriate pre-determined criteria.
- Advocacy: In selecting Board members/trustees, keep in mind credibility, willingness to do more than attend meetings, ability to bring in donations/influence potential donors.
  - Fund-raising success was also related to how the organisation and its employees were perceived. The 'sales pitch' presenter's image should be appropriate for the intended audience — dress, deportment, communication skills. The necessary skills could be learned and practised.
- A systematic record-keeping system of donor prospects, solicitations made, donations received, etc., must be maintained.

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<sup>1</sup> National Society of Fund-Raising Executives (NSFRE) Fund Raising Video Tapes—Narrator: the late John R. Miltner, CFRE. © 1987 Non-Profit Network (NPN). © 1993 NSFRE.

- Prompt acknowledgements of all amounts/items received. After receiving a sizeable gift, arrange for the Chairman of the Board to call on the donor to thank him/her—the effect is almost always a larger gift next time.
- Ensure analyses/evaluation of quarterly results and adjust Plan, if necessary.

### ***Break-Out Discussion Groups on the Video***

Participants were then instructed to count themselves off in threes to form 3 groups. Each group was assigned an area in which to meet after the Coffee Break, to discuss the video presentation and report back on the insights they had gained.

### **What Have We Learned?**

Following the group discussions, participants re-convened in a plenary session to give their reports. In summary, they reported as follows:

#### **Group 1 — *Rapporteur: Mrs. N. Ingledew, FAMPLAN***

This group had discussed mainly Marketing and Advocacy issues, but they also highlighted the importance of comprehensive planning. Their 'laundry list of ideas' was as follows:

- A name tag should always be worn on the upper right side, so that it is within the line of sight of anyone with whom one shakes hands.
- It is important to:
  - prepare and present accomplishments
  - know your audience
  - present an appropriate professional image
  - be able to express one's self concisely and persuasively — orally and in writing
  - make a complete Development Plan that includes short- and long-term objectives, strategies and targets
  - engage in strategic marketing to potential donors
  - acknowledge gifts in a prompt way
  - maintain records to keep up with donor characteristics and donation patterns
- Have a ready-made notepad to do quick hand-written responses to small donors.
- Involve senior management, as well as others in the organisation, in 'telling the story' in a positive way.
- Arrange a 'thank you' bash or some other annual social event just for donors.

Someone else added that it was important for the person in charge of fund-raising to maintain direct, immediate and frequent contact with Board members.

**Group 2** — *Rapporteur: Ms. Angela Solomon, YWCA National*

Additional ideas put forward by this group were:

- Involve the children in the plans made. Let the community see them at work — in their programme activity and also in activity aimed directly to benefit of the community, e.g., cleaning up buildings.
- Fund-raising permeates every aspect of an organisation.
- Take the mission and specific needs of the organisation into account when selecting persons to serve as Board members.

**Group 3** — *Rapporteur: Mr Tom Norman (on behalf of Group members)*

Group 3 spent some time translating the 'heavy' language of the video to the Jamaican context. It was noted, for example, that many NGO fund-raisers were unpaid part-time volunteers. Currently, the only donations received were from small donors or international donor agencies.

Elevation of small donors to the status of major donors was accepted as a challenge. One strategy that could probably be used was 'friend-raising'; that is, converting friends of the organisation to 'family' members. In this way, they would become partners in what the organisation was doing, and have rights and responsibilities just as relatives have within their own families.

The point was also made that, to get firm commitments and increase the size of gifts, it was necessary to spend time developing one-on-one relationships with prospective donors.

Following the group reports, Mr. Millar urged that each organisation make its story 'real' to increase the impact. He suggested using pictures of the children and using the children to tell their own stories of how the programmes had helped them. He recounted some of his success stories which he had used in different ways to generate publicity and financial support.

Mr. Norman gave participants copies of a handout: "Non-Profit Computer System Issues" (*Appendix III*, pg. 26), which described 10 issues non-profit organisations should explore to ensure that their computer systems respond to fund-raising needs. He suggested that it was unnecessary to purchase a complicated commercial software package which would entail substantial hardware requirements. A well-planned database developed for, say, Microsoft Access, might be perfectly adequate for the needs of the average NGO.

**Activity:**

He then asked that each person take out a sheet of paper and, without consultation with others from the same organisation, follow his instructions in writing down certain information he wished to have in a prescribed format:



Participant's Position Title
NGO's Name
<b>2 Sources of Current Funding:</b>
100%
<i>Proportion of Budget raised from:</i> Special Events .....% Govt. Subsidy ..... % International Donors ..... % Corporate contributions ..... % Individual contributions ..... % Fee-generated income ..... % (e.g., training course fees)
<b>Questions for which Presenters' answers required:</b>

The completed sheets were returned to Mr. Norman. He assured participants that their input would only be seen by the presenters, who needed to know how NGOs were presently funding their budgets, and what specific information they hoped to gain from the Workshop.

On resumption after lunch, a handout, "Building a Challenging Gift Program" was distributed. This contained:

- the definition of a "challenge gift" and some creative challenge ideas
- a "Capital Campaign Plan Outline"
- a paper on "Capital Campaigns with Christian Objectives"
- Internet Addresses for selected associations, publications, charitable and service organisations
- copies of the following articles — "Strategizing Cuts Costs for Fr. Flanagan's Prospect Mail", "Research Donors from Your Desk With Ease, Results" (*Appendix IV*, pg. 27) and "Groups Raising Web Cash For the Sudan"
- guidelines on a "General Approach to Planning" and "Program Planning & Proposal Writing"
- "9 Steps to a Successful Capital Campaign" (*Appendix V*, pg. 28)
- "Elements of Success" for getting project funding (*Appendix VI*, pgs. 30-31)
- guidelines for "Fund Development – Capital Campaigns" (*Appendix VII*, pgs. 32-35)

## *Concurrent Discussion Groups*

Next, participants were divided into 2 discussion groups. Group 1 remained in the same room and members of Group 2 went to a different area.

### **Group 1: Small Capital Campaigns**

To introduce the topic, Mr. Norman displayed a quotation from management guru, Peter Drucker:

“The purpose of an organisation is to enable ordinary people to do extraordinary things.”

and said it was applicable to fund-raisers, because they came to non-profit organisations as ordinary people and could be enabled to do extraordinary things through the type of feeling which they absorbed from others within the organisation. To achieve that transformation, it was important to ensure, from the outset, that they were aware of their fund-raising responsibilities, received enough information to become enthused about telling ‘the story’, and were exposed to the pleasure donors received from gift-giving.

Focusing on guidelines for planning and implementing “Capital Campaigns” (See *Appendix VII*), Mr. Norman used a series of transparencies to highlight the following advice:

#### **Planning the Capital Campaign**

- **Good planning is an essential prerequisite** for any successful campaign. Avoid the tendency within non-profit organisation to “go for what you can get”. It was impossible to get the finances needed, if one did not know how much was wanted. Determine the financial requirements for each phase of the plan.
- **Write out the goal in detail**, so that people (the Board, staff, and community members) can understand the scope of what they are ‘buying’ into. Once a goal was set up, the challenge gift programme could be built.
- **Identify and recruit campaign leadership** — choose people who believe in the goal and will work to help achieve it.
- **Identify & Recruit Cadre of Volunteers** — If, say, 600 prospects are targeted, 60 volunteers will be needed so that each one can make contact with 10 persons. It was essential to train volunteers and rehearse answers to possible questions, since “face-to-face explanations bear great fruit”. LOVE should be injected into the marketing plan:

Fund-raising = Love = Reciprocity.

- **Establish Gift Categories** — 20% of donors usually give 80% of the total raised. The experience in the USA has been that the campaign target will be reached if the first 100 gifts equal 2/3rds of the total required.
- **Put mechanisms in place to receive and manage large gifts** —establish a trust fund account at a reputable bank beforehand even if there is very little money in hand to open it, and have a good financial management system in place.
- **Solicit Lead (Major) Gifts first**
  - The key word was ASK.
  - *Note Peer Participation Rule:* Larger donors should either be part of the campaign leadership or be solicited by volunteers who are their equals socially &/or economically.
- **Solicit Smaller Gifts next**
  - A campaign shouldn't last longer than 3 months (it loses impact if stretched out), so it was inadvisable to go public until 50% of target has been achieved through personal solicitations of large donations. A campaign should be ended after 3 months of going public, whether or not the required total has been raised.
- **Maintain regular follow-up while the campaign is in progress** — It is prudent to have weekly meetings with campaign leaders and volunteers to give 'pep' talks and share progress reports.

Participants were asked to review the "Fund Development: Capital Campaigns" (*Appendix VII*) pages of the handout overnight and make a start at filling in the blanks in relation to their own situations.

One person asked if NGOs weren't competing against each other for a share of a relatively small pie. The answer was that each organisation did things in slightly different ways and, therefore, could capitalise on that difference to create its own donor support niche. In addition, NGOs could collaborate to mount particular campaigns.

Another person mentioned the difficulty of finding influential/wealthy Board members, since the same people tended to be always in demand. Also, some of these people only lent their names but were not 'doers'. Mr. Norman suggested that both categories of persons were wanted but, ideally, Board members should be influential 'doers' of good character, who had high credibility in the community.

Mr. Norman drew attention to the articles entitled "Strategizing Cuts Costs for Fr. Flanagan's Prospect Mail", "Research Donors from Your Desk With Ease, Results" (*Appendix IV*) and "Groups Raising Web Cash For the Sudan", which could give tips on alternative fund raising

strategies. He also introduced the newspaper "Non-Profit Times" as another source of useful information.

Information was requested on the track record of attempts to raise cash on the Web. Mr. Norman suggested that it was better to go looking for organisations which might give money. In response to another question concerning computerised record-keeping, he recommended that small organisations avoid the commercial package route, unless user support was available locally.

Mr. Valva gave a reminder that the computers being used for their PTS data entries could also be used to input donor data. He announced to applause that negotiations were in progress with *GoJamaica* for the establishment and operation of a UAP web-site. The associated costs would be met by UAP during the remaining life of the Project. However, NGO sub-grantees should be aware that they would have to:

- a) provide the information and photographs about their work that would be needed to set up the web-site;
- b) update that data at, say, 3-month intervals; and
- c) if they wanted to keep it going, find some way to finance the operating costs of the web-site after the end of Project.

Mr. Millar then recounted some of his experiences while raising funds to build a new Centre/School — especially what transpired during the planning, land acquisition and design stages. He stressed the importance of networking as widely as possible; tenaciously following up each lead; not becoming down-hearted if repeatedly told "No"; and developing a list of supporters to add credibility to the cause when approaching new prospects. Also not to be forgotten, were the long-term benefits to be gained from making donors feel special and from providing them with regular updates on project progress and subsequent outcomes.

## **Group 2: Special Events - "Launch the Balloons"**

Advice given by the facilitator (Ms. Dekle) included the following tips:

- Special Events should be used to identify potential donors from among those who attend — use the occasion to 'tell the story', as well as raise funds. Evaluate afterwards: Was the audience impressed? Did the attendance/amount raised meet projections? Was public awareness of the organisation's work increased? Were any potential donors identified?
- To avoid boredom and decrease in community participation, the same kind of Special Event should not be executed for more than 5 years.
- Ensure that the type of event planned would not compromise the organisation's position and reputation in the community. Let what was known about the potential audience and their interests guide selection of the type of event. Cost-effectiveness was also important in deciding what to do, i.e., the potential returns should outweigh

the cost of time, materials and money (actual cash or value of donated items) expended to implement the event.

During group members' brainstorming, the following special event ideas emerged:

- Dutch and Silent Auctions
- Barbecues/Dinners/Lunches (honour volunteers; or use celebrity waiters; or for homeoffice delivery, etc.)
- Father's & Mother's Day Sales
- Health Fair
- Holiday Bake Sale (e.g., Easter buns)
- Money Raffle
- Theatre Evening
- Walk-a-thon
- Car Wash
- Wine & Cheese Party

### *Home Work Assignment:*

Prior to the start of the next session, participants were asked to bring in on the following day any brochures, annual reports or other material they had available on their organisations, so that the presenters could see 'the story' being told to their communities.

### **What Are Our Strengths & Challenges?**

Ms. Dekle led participants in sharing information on the strengths and challenges of their organisations. The following consolidated list was compiled.

#### Strengths

- International/institutional links
- Directors have a variety of talents
- Expertise of staff and volunteers
- Location - where help is needed most
- Help from volunteers
- Island-wide network
- Successful outcomes *re* teenage mothers
- Longevity
- Track record
- Vibrant youth group, fully expressing their talents
- Programme diversity
- Pioneer in primary focus area

#### Challenges

- Fund-raising/sustainability
- Lack of permanent building/inadequate infrastructure
- Location – hard to get staff/volunteers to work in inner-city  
– high incidence of violence/  
crime
- Finding competent, dedicated staff able to communicate with clientele
- Improving clients' self-esteem
- Negative home/community influences that undermine programme efforts
- Community apathy
- Community's narrow perception of scope of NGO's work (seen as health/disaster-related) hampers recruitment of staff, volunteers and community support

- Community's negative views on pregnant teenagers
- Family Planning no longer a popular cause
- Influencing Govt. policymakers & getting sufficient resources to support NGO activity.

Ms. Dekle pointed out that challenges could be turned into blessings. None of the listed challenges were insurmountable, although overcoming some of them might take a while. She also emphasised that NGOs could not depend on one source of funding for sustainability. As far as obtaining grants from international donors was concerned, there was a 5-7 year cycle for the type of cause favoured. She believed that the next popular cause would be 'care for the elderly'. She recommended that NGOs keep abreast of grant trends and be prepared to act at the right time.

Mr. Norman noted that no one had mentioned 'competent Financial Management' as a strength and warned that it could quickly become a challenge if not given sufficient attention. He also urged the audience to **look at old problems with 'new glasses', so as to develop new approaches to their solution.**

The value of keeping going, even when discouraged, was illustrated by a story told by Mr. Millar:

A small boy was walking with his grandfather along the shore. The tide was receding and the boy noticed that starfish were being left behind on land to die. He began rescuing as many as he could, by picking them up and throwing them back into the sea. His grandfather suggested that there were too many for him to help and it was a wasted effort. The boy picked up another fish, threw it back into the water and watched it swim away. He then turned to his grandfather and said: "It sure helped that one!"

The Workshop was adjourned after Mrs. Lois Hue (*Jamaica Red Cross*), on behalf of the group, thanked the presenters for a stimulating day.

## DAY 2

Wednesday, May 12, 1999

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After welcoming everyone, Ms. Dekle said she hoped they had been able to reflect on some of what had been talked about on the previous day. Persons who had been absent on the first day were then given an opportunity to introduce themselves and say something about their organisations.

### **Building Better Boards**

**How to recruit, train and challenge your Board to be effective fund-raisers for your organisation**

Mr. Millar began by saying that the Boards of his employers, Associated Marine Industries (AMI), usually comprised 14-20 people who represented a cross-section of the community. Some were affluent, but not all. However, each person had to be influential within his/her particular community sector, willing to work, and familiar with what AMI did. Board members served for a maximum 4 years, and they were asked to enter into a relationship which entailed acceptance of fund-raising, financial management and political awareness as their key areas of responsibility. If they were to function as expected, a proper orientation was essential.

That was followed by the viewing of a video presentation, which AMI has used for orientation of its new Board members. It gave a brief history of the organisation, explained its purpose and areas of activity, and outlined the responsibilities of Board members. In addition to the video, new Board members were given a booklet, "Board Member Orientation", which provided more detailed information, and were given first-hand exposure to some of the young people served and the activities in which they were involved.

Elaborating further, Mr. Norman gave an overview of different types of Boards and advised that, although a Development Board might be best in terms of the organisation's longevity, the actual Board structure would likely depend on the legal provisions governing the organisation's operations. In any case, the organisation's mission should be the focus of all Board decisions and actions. Board members should also be advocates for the donors, and it was suggested that the handout, "A Donor Bill of Rights" (*Appendix VIII*, pg. 36) should be included with any background material given to Board members.

All members of the team, and most of the audience, were in favour of giving Board members a 'job description'; that is, a list of 'do-able' duties (not too many, but enough they could successfully undertake), e.g.,

1. Attend at least  $x$ # of Board meetings per year
2. Identify at least 2 sources of funding per year
3. Take responsibility for co-ordinating 1 fund-raising event per year.

The presenters also advised that, for the good of the organisation, non-performing Board members should be removed gracefully and as soon as possible. If non-performance was due solely to competing priorities and it would be still advantageous to have the individual re-join the Board at a later date, the "Thank you for having served" letter could 'leave the door open' for re-appointment at a more convenient time.

Participants were then invited to share Board-related problems, so that the presenters could offer solutions. The result was as follows:

### Problems

### Suggested Solutions

- |                                       |  |
|---------------------------------------|--|
| 1. Confusion of staff and Board roles | <ul style="list-style-type: none"><li>• Share job descriptions of key staff with Board members. Prepare their own job descriptions in consultation with them.</li><li>• Maintain a regular communication flow between management and Board, so that they don't have to intervene to find out what's going on.</li><li>• Schedule their involvement in programme activity to keep them motivated -- remember they got involved because they wanted to help.</li><li>• Arrange a Management-Board retreat to prepare long-range plans.</li></ul> |
| 2. Irregular meeting attendance       | <ul style="list-style-type: none"><li>• Board members are usually busy people. Meetings should not last longer than 1½ hours.</li><li>• Plan agenda carefully. Introduce 'special' features from time to time to add interest.</li><li>• Devote an entire meeting to discussing a particular situation, or saying 'thank you' in the presence of their peers; or staff members from different operational areas talking about what they do.</li></ul>  |
| 3. Board members too busy             | <ul style="list-style-type: none"><li>• Eliminate 'deadwood' if unable to re-energise. ("Use same 'tough love' as we do with kids").</li><li>• Make meetings interesting and time-controlled.</li></ul>  |



4. How to keep Board motivated?
  - There were 2 motivators: desire and fear. Creating fear would be inappropriate, so creating 'desire' was the key. Create goals/rewards for them to work towards. Their success must be the perceived objective, although advancement of the organisation's mission must be inherent.
  - If their 'job description' is the turn-off, it was better for that attitude to be known so that they can be replaced.
  - Important to have Board reviews and to encourage self-evaluation..
  
5. Selection process: Hard to find a balance between people with resources and their resourcefulness (ability to give advice and hands-on help)
  - Decide what characteristics/skills were needed, then select the best people within those particular fields. Before making decisions, interviews may be necessary.
  - Good 'chemistry' with other Board members was also important.
  
6. Reluctant to take decisions
  - Cause: *Role confusion*. See solutions to Problem #1.
  
7. 2 Boards
  - Disband one if possible, and create a "Development Board". Change bye-laws if necessary.
  
8. Emphasis on term *fund-raising* may be a turn-off
  - Use the term *resource development* instead, to stress related aspects — referrals, contacts, identification of sources.
  
9. How much time and money should be devoted to Board motivation and entertainment?
  - Tie those overhead costs to the fund-raising programme budget.

After the Coffee Break, participants were divided into 2 groups for concurrent presentations on endowment funds and building community support.

## **Endowment & Sustaining Gifts: Is Your NGO Ready?**

### **How to posture your NGO to attract sustaining gifts**

An endowment fund was described as the key to sustainability. Once established, the principal would remain untouched, so that the size of the Fund could continuously increase through additional inputs and accumulated interest. Yet, accrued interest could be drawn on in a crisis scenario.

The significant advantage to be gained from the establishment of an endowment fund was that, once the Fund has been built up to a reasonable level and starts earning income, there would be no further need for major annual fund-raising.

Three important principles of Endowment Marketing were cited:

- 1. Money is not given; it is raised.**
- 2. Money is not offered; it has to be asked for.**
- 3. Money doesn't come in; it must be gone after.**

However, it had to be realised that, if this type of major funding was desired, sufficient resources would have to be dedicated to raising those funds. Other organisational pre-requisites were:

<b>Credibility</b>	Is there proof that the persons involved are reputable, competent to carry out the organisation's Mission and programme activities?
<b>Accountability</b>	Good financial management systems must be in place, so that the big donor can know his donation will be properly handled
<b>Commitment</b>	There must be full CEO or Board support in advance of launching the Fund, and then all concerned must be determined to 'make the vision happen'.

Mr. Norman said that, despite the short time he had been on the island, he had seen evidence that there was wealth in Jamaica. The only question for NGOs was: "How to make the wealthy like your organisation so much that they will give you some of that wealth?"

**Making contacts— whether directly or through credible intermediaries — was an essential part of a process which must be initiated and followed through, in order to bring the desired results.** If socio-economic barriers restricted networking possibilities, then NGOs should utilise their institutional ties or the services of other persons in order to penetrate those barriers. The important thing was to find fresh ways to handle old problems, by looking at them from a different perspective through 'new glasses'.

Additional advice given for raising money to establish an Endowment Fund included the following:

## Posturing Your Agency to Attract Endowments

Once the Board has given the go-ahead:

- Establish a \$ goal
- Develop a methodology for achieving the goal
- Put the tools in place
- Begin immediately.

### 1. Establish a \$ Goal

Start small but, if possible, put 5% of the annual budget. Report on the Fund position every month to keep it in the forefront of the Board's consciousness.

### 2. Develop a Methodology For Achieving the Goal

*Possible Funding Approaches:*

- "Outright" or "Endowment" Gifts through a Will. (For more information, see the Able Trust booklets given as handouts "A Guide for Donors and Their Advisors" and "12 Steps to Preparing Your Will"<sup>2</sup>)  
Set an example (based on the principle that "if you don't, you can't ask others to do), then ask Board Members and other persons to leave the organisations something in their Wills. Keep the idea alive through requests for bequests in the organisation's Newsletter (e.g., "When you make your Will, think of us", with a picture of children engaged in a programme activity).
- Gifts of appreciated real estate , or the income therefrom
- Designation as Beneficiary for Insurance Policies
- Planned Gift Tools (major private and corporate donors commit to giving x\$ at agreed intervals).
- Networking Financial Advisors/Estate Planners (with a view to their recommending all of the above strategies to their clients).
- Donations from the graduating classes of tertiary institutions.
- Direct mailings to special interest groups (for greatest impact, these appeal letters should be signed by the peer group member on the Endowment Committee)
- Developing one-to-one relationships with prospects (All requests for major donations must be done on a one-on-one basis by a member of the same peer/status group.)
- Each member of the Endowment Committee bringing in one gift per year from his/her professional association or other group with which he/she is affiliated.

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<sup>2</sup>Mr. Norman also distributed several other handouts relating to the Able Trust Endowment Program, to illustrate the range of material and advisory services provided to prospective donors by the Trust.

- A large-scale annual fund-raiser with a celebrity guest. (Participants were told about the annual Mardi Gras Dinner for which people willingly paid US\$ 1,000 per person to shake Donald Trump's hand and dine at his lavish Palm Beach estate.)

*Finding Prospective Major Donors:*

- Look locally as well as overseas.
- For added credibility and weight, explore the idea of collaborating with other NGOs through an 'umbrella' organisation named, for example, The Jamaica Community Foundation. The Foundation could maintain separate trust accounts for all participating agencies.
- List all local businesses which have their parent companies in the USA, and research the names and addresses of their off-shore Legal Counsels.
- Target persons/foundations who already make large charitable donations in your field of operations..

3. Putting the Tools in Place

- Form a group of volunteers to staff the Endowment Programme. Group members should be drawn from Board members, employees, community leaders, local attorneys and local financial advisors, and accountable to the Board.
- Identify a responsible person to lead and co-ordinate the group's efforts.
- If this has not been already done, register the NGO as a non-profit organisation. Apply for tax-exempt status for the organisation and tax-deductible status for donations thereto.
- Open a Trust A/C at a reputable bank, even if only with a minimum balance.
- Develop a *Gift Acceptance Policy* and *Donor Agreement* forms.
- Establish a computer database to record donations and generate reports, including identification of gift-giving patterns.

In closing, Mr. Norman urged participants to translate his suggestions to the Jamaican culture to see whether there was some kernel of information that could be put to good use.

## **Local Support — How to Build Mutually Beneficial Partnerships**

Group 2 took the approach that aggressively seeking larger 'partners' locally, providing them with participation opportunities and offering them assistance that would further their business interests, would be a win/win situation for both the NGOs and those 'partners'. Through brainstorming, several groups were identified as ones to be targeted for the establishment of mutually beneficial relationships:

### Groups to Target for Networking

- The military
- Tourism Industry
  - American Airlines
  - Children to perform as entertainers
  - Art sales in hotels, etc.
  - Participate in Jamaica Tourist Board's "Meet the People Programme"
  - Exchange services
- Churches
  - Speaking engagements
  - Give help with fund-raisers/get support through outreach programmes
- Service Clubs
  - St. Andrew Business & Professional Women's Club
  - Soroptimists, Optimists, Kiwanis, Lions, Rotary
- Chambers of Commerce
- Professional Associations/Special Interest Groups
  - Nurses, Midwives, Doctors (MAJ), JTA,
  - Police Federation, CPAs, Bar Association
  - American Women's Club
  - Jamaica Federation of Women

### Other Ideas for Attracting Local Financial Support

Send letters out encouraging persons to give Xmas or Birthday cash gifts in the names of their friends and relatives.

Arrange high-priced luncheons to meet celebrities.

Organise a 'Non-Event' (e.g., send a letter saying that if x dollars are contributed, the donor will be sent y as a gift)

Copies of the following items were either given to participants or made available for their examination:

- Air Jamaica's in-flight magazine: *SkyWritings*
- American Airlines brochure: *AA Advantage<sup>®</sup> Fund Raising Program*
- 1999 Quick Reference Charitable Deductions
- Planned Giving Today — The Practical Newsletter for Gift-Planning Professionals (April 1999 issue)
- The PGT Marketplace (a supplement to *Planned Giving Today* containing ads on services, products and employment news for the Charitable Gift Planner)
- "Crescendo Pro" (product information on a Planned Giving software package for Windows 95/98)
- The Grantsmanship Center Magazine
- Fund-Raising & Non-Profit Development Resources (Summer 1999 catalogue)
- Practical Planned Giving Resources (small catalogue with Order Form)
- FC Search: The Foundation's Centre Database on CD-ROM
- Foundations & Corporate Grants Alert.
- The Chronicle of Philanthropy ["the fund-raiser's bible"]

- The Non-Profit Times
- The Nine Commandments for Fund-Raisers (*Appendix IX*, pgs. 37-38)

## Where to Find New Financial Sources?

Following lunch, participants were invited to browse over the reference material displayed on a table in the centre of the room. Each team of persons or single individual representing an NGO was given a copy of *The Chronicle of Philanthropy* for use in identifying new sources of financial assistance that they would contact within the next month. Participants were allotted 15 minutes to complete this exercise, after which they were asked to report. Some of the initiatives planned were:

### Jamaica Red Cross

- Prepare an article for *SkyWritings* magazine to 'tell the story'
- Begin negotiations with airlines to display poster (with photographs) and collection tin at ticket counters, for departing passengers to deposit J\$ cash before they leave.

### YWCA

- Persuade restaurants, which already take YWCA students for work-study experience, to include in their advertisements pictures of students at work and mention of the training opportunities available through YWCA centres.

### FAMPLAN

- Approaches to General Mills Foundation and Pew Charitable Foundation
- Write article about FAMPLAN's founders for an airline magazine
- Increased promotion of existing Thrift Shop to maximise its income: secure donors for advertising costs and additional gifts of good quality 'used' items.

### Hope for Children

- Approaches to Doris Duke Charitable Foundation and Assisi Foundation (groups with similar interests)

YMCA  
Ashé

- Arrange to insert Pledge Cards in newspapers.

Western Society for the Upliftment of  
Children

Collaboration with 2 or 3 NGOs to identify likely donors and make joint applications.

Additional suggestions from the presenters were:

- NGOs could combine forces to negotiate and prepare material for a monthly column about their work in airline magazines, e.g. *SkyWritings*
- Keep track of graduates from NGO programmes, send them the organisation's newsletter, and solicit regular donations from them.
- It would be a good investment for groups of NGOs to join together to take out an annual subscription to *The Chronicle of Philanthropy* through that publication's website.
- Reserve time on the calendar once per month to do grant research.
- Review the article, "Research Donors From Your Desk With Ease, Results" (See *Appendix IV*).

## How To Tell the Story

Ms. Dekle showed a public service announcement video, which her organisation had put together with some other groups engaged in the same sort of work. By making just one film and inserting each organisation's name on its own copy of the master, at the appropriate stage, they were able to eliminate production costs for individual shoots.

Two handouts were distributed: *Direct Mail: Successful Strategies for the Small Shop* (*Appendix X*, pgs. 39-40) and *Effective Fund-Raising Messages: The "I's" Have It!* (*Appendix XI*, pg. 41) and their content was reviewed.

The point was also made that there had been a paradigm shift from presenting as a "hat-in-hand beggar" to giving the prospective donor an opportunity to participate.

Finally participants were implored to:

- ensure that their stories were told;
- issue frequent news releases;
- emphasise their strengths and successes;
- include the children's stories;

- never tell their stories without giving listeners/readers an opportunity to support the cause (If Pledge Cards were enclosed, their return should be made easy by including a stamped self-addressed envelope.); and
- tell the story internally as well as externally.

## Where Do We Go From Here?

Each participant was given a blank form (*Appendix XII*, pg. 42) on which to write an action plan for implementing his/her choice of 1-3 of the ideas gained from the Workshop. The form was to be retained for action follow-up and use as a personal tool thereafter.

## Presentation of Book Gifts

Various participants had received token gifts from the FAVA/CA team as rewards for special contributions made during the course of the Workshop. However, as part of the closing exercises, Ms. Dekle revealed that UAP had authorised her to purchase some books in the fund-raising field, so that each NGO could receive a book<sup>3</sup>. She suggested that, since there were 3 different titles and different quantities of each, inter-agency loans could be arranged to ensure that each title was eventually read by everyone.

The book distribution was as follows:

<u>Recipients</u>	<u>Book Titles</u>
Ashé Kingston Restoration Co. Mel Nathan Institute for Social Research Sam Sharpe Teachers' College Western Society for the Upliftment of Children	"The Grass Roots Fund-Raising Book: How to Raise Money in Your Community"
Children First Jamaica Association for the Deaf Jamaica Red Cross YMCA St. Patrick's Foundation YWCA	"Beyond Fund Raising: New Strategies for Non-Profit Innovation & Investment"
FAMPLAN	"Non-Profits" (Harvard Business Review).

<sup>3</sup> The number of copies ran short, so Youth Opportunities Unlimited, Women's Centre Foundation of Jamaica Ltd., Hope for Children Development Co. and Rural Family Support Organisation are to receive their books at a later date.



Mr. Valva thanked the presenters, participants and Mr. Dowding for what he believed had been a successful Workshop. He said that one thing that had stuck in his mind as he listened over the two days was Mr. Norman's statement that "...We have a ministry...". He encouraged participants to go out and do the ministering for which they had the vocation and commitment, and he assured them of UAP's complete support

Mr. Valva also reminded the NGOs to begin putting together the information requested for the UAP web-site, so that they could sell their organisations and 'ministry' to the world.

## Workshop Evaluation

Before their departure, participants were asked to complete an evaluation form (*Appendix XIII*, pgs. 43-44). Their responses were analysed subsequently, and a detailed report has been attached as *Appendix XIV* (pgs. 45-50).

Analysis of the evaluation results revealed substantial satisfaction, as 25 of the 26 respondents (96.2%) strongly agreed/agreed with the statement: "My overall evaluation of the workshop is positive". A high overall rating was given to the Workshop's content and teaching methodologies — 4.66 out of a maximum 5 points, and all, except two persons, listed a number of positive features. The positive features/aspects of the training most often mentioned were the insights gained regarding the variety of innovative ways in which effective marketing and fund-raising could be achieved. Many individuals also recorded additional comments indicating that they had been energised and motivated by the "useful and very positive" experience.

Four (4) negative features were identified in response to the question, "Was there anything negative, in your opinion, about the workshop?". Of these, only one was mentioned twice and this related to insufficient focus on fund-raising in Jamaica's socio-economic context. It should be noted, however, that while this minority view was also expressed by two other persons in different sections of the form, another participant listed "Comprehensive and gave much attention to the local NGOs' reality" as a positive feature.

Most suggestions for follow-up activity related either to NGOs collaborating with each other to develop joint grant applications and/or fund-raising projects, or to maintaining contact with the Workshop facilitators to get on-going advice and help with planning and evaluating future fund-raising efforts.

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20/5/99  
/bpb

**UAP "FUND-RAISING & SUSTAINABILITY FOR NGOs" WORKSHOP**  
**May 11-12, 1999**

***LIST OF PARTICIPANTS***

NGO	PARTICIPANTS		ADDRESS	PHONE/FAX	ATTENDANCE	
					11/5/99	12/5/99
Ashé	1.	Mr. Richard Rowe	143 Mountain View Ave. Kingston 13	Phone: 928-4064	-	✓
Children First	2.	Mrs. Claudette Pious	Spanish Town	Phone: 984-2839 Fax: 984-0367	✓	✓
	3.	Ms. Gerlin Bean			✓	✓
	4.	Ms. Valrie Hamilton			✓	✓
FAMPLAN	5.	Mrs. Sonia Folkes	14 King Street St. Ann's Bay P.O.	Phone: 972-0260 Fax:	-	✓
	6.	Mrs. Peggy Scott			✓	✓
	7.	Mrs. Noelle Ingledeew			✓	✓
Hope for Children Development Co.	8.	Mr. Richard Troupe	74 Spanish Town Road Kingston 13	Phone: 923-3594	✓	✓
Jamaica Association for the Deaf	9.	Mrs. Shirley Reid	9 Marescaux Road Kingston 5	Phone: 926-7001 Fax:	✓	✓
	10.	Ms. Kareen Bourne			✓	✓
Jamaica Red Cross	11.	Mrs. Lois Hue	Central Village Spanish Town	Phone: 984-7860 Fax:	✓	✓
	12.	Ms. Yvonne Clarke			✓	✓
	13.	Mr. Keith Young			✓	-
Kingston Restoration Company	14.	Mr. Morin Seymour	3 Duke Street Kingston	Phone: 922-3126 Fax:	✓ (a.m.)	-
	15.	Ms. Sheron Lawson			✓	✓
Kingston YMCA	16.	Mrs. Sarah Newland Martin	21 Hope Road Kingston 10	Phone: 926-8081 Fax: 929-9387	✓	✓
	17.	Mr. Wayne Iton			-	✓ (a.m.)
	18.	Mr. Anthony Brodber			✓	✓
Mel Nathan Institute for Social Research	19.	Mr. Aldin Bellinfantie	31 Mannings Hill Rd Kingston 8	Phone: 931-4989 Fax: 931-5004	-	✓
	20.	Mrs. Marcia Dwyer			-	✓
	21.	Ms. Sarah Palmer			✓	✓
St. Patrick's Foundation	22.	Mr. Fabian Brown	193 Bay Farm Road Kingston 11	Phone: 757-2210 Fax: 937-1891	✓	✓
	23.	Ms. Kimberley Brown			✓	✓
Sam Sharpe Teachers' College	24.	Ms. Alma Williams	Granville P.O., St. James	Phone: 952-4000	✓	✓
Western Society for the Upliftment of Children	25.	Mrs. Glenda Drummond	26 Marion Way, Montego Bay P.O.	Phone: 952-3377 Fax: 952-6187	✓	✓

**APPENDIX I**

NGO	PARTICIPANTS		ADDRESS	PHONE/FAX	ATTENDANCE	
					11/5/99	12/5/99
Women's Centre	26.	Ms. Sherill Morris	42 Trafalgar Road Kingston 10.	Phone: 929-7608	✓	-
	27.	Ms. Charmaine Johnson			-	✓
Youth Opportunities Unlimited	28.	Mrs. Julie (Sandy) McIntosh	2b Camp Road Kingston 5	Phone: 968-0979 Fax: "	-	✓
YWCA National	29.	Mrs. Mildred Dean	2h Camp Road (5) Montego Bay Spanish Town Arnold Road (5)	Phone: 928-3023 Phone: 952-0456 Phone: 984-2493 Phone: 926-6109	✓	✓
	30.	Ms. Angela Solomon			✓	✓
	31.	Mrs. Violet Jones			✓	✓
	32.	Mrs. Ariadne Collier			✓	✓
Youth Unit, Ministry of Local Government, Youth & Community Development	33.	Mrs. Dionne Jennings	85 Hagley Park Road Kingston 5	Phone: 754-1039	✓	-
USAID/Jamaica	34.	Ms. Sheila Lutjens	2 Haining Road Kingston 5	Phone: 926-3781	✓	-
	35.	Mr. Danny Gordon			✓	-
	36.	Mrs. Joan Davis			✓	✓
UAP STAFF:	37.	Mr. Francis Valva	1 Holborn Road Kingston 10	Phone: 929-4779 Fax: 926-1813	✓	✓
	38.	Mr. Sam Dowding			✓	✓
	39.	Mrs. Sandra Cooper			✓	✓
	40.	Mrs. Marsha Hylton			✓	✓
FAVA/CA TEAM	41.	Mrs. Mary Dekle	Tallahasee, FL, USA	Fax: (850) 385-7603 (850) 681-1071 (850) 386-7877	✓	✓
	42.	Mr. Tom Norman			✓	✓
	43.	Mr. Nick Millar			✓	✓
	44.	Ms. Aileen Sanchez			✓	✓
	45.	Ms. Natasha Marks			✓	✓
WORKSHOP RAPPOREUR (Contract Services)	46.	Mrs. B.P. Butler			✓	✓

**UAP WORKSHOP, May 11 - 12, 1999**  
**Fund-Raising & Sustainability for NGOs**

**AGENDA**

TUESDAY, 11/5/99		WEDNESDAY, 12/5/99	
8.30 - 9.00	<b>REGISTRATION</b>	8.30 - 9.00	<b>REGISTRATION</b>
9.00 - 9.30	<b>Welcome &amp; Introductions</b> Mr. Francis Valva <i>Chief of Party, UAP</i>	9.00 - 10.00	<b>Panel Presentation:</b> "Building Better Boards – How to recruit, train and challenge your board to be effective fund-raisers for your organisation"
	<b>Remarks</b> Ms. Mosina Jordan <i>Director, USAID</i>		
9.30 - 10.00	<b>Opening Activity:</b> "Blow Your Own Horn" Ms. Mary Dekle <i>Leader, FAVA/CA Team</i>		
10.00 - 10.30	<b>Video Presentation:</b> "Managing the Development Programme"	10.00 - 10.30	<b>COFFEE BREAK</b>
10.30 - 11.00	<b>COFFEE BREAK</b>	10.30 - 12.00	<b>Concurrent Presentations:</b> "Endowment & Sustaining Gifts: Is Your NGO Ready? – How to posture your NGO to attract sustaining gifts" – Tom Norman  "Local Support – How to Build Mutually Beneficial Partnerships" – Mary Dekle & Nick Millar
11.00 - 11.45	<b>Break-out Discussion Groups</b> on the Video		
11.45 - 12.30	<b>Plenary Discussion:</b> "What Have We Learned?"		
12.30 - 1.30	<b>LUNCH</b>	12.00 - 1.00	<b>LUNCH</b>
1.30 - 3.00	<b>Concurrent Discussion Groups:</b> • "Small Capital Campaigns – How to Raise Money for Bricks & Mortar" Facilitators: Tom Norman & Nick Millar, <i>FAVA/CA Team Members</i> • "Special Events – Launch the Balloons" Facilitator: Mary Dekle	1.00 - 2.00	<b>Interactive Session:</b> "Where To Find New Financial Sources"
		2.00 - 3.00	<b>Break-out Discussion Groups &amp; Plenary Session:</b> "How To Tell The Story"
3.00 - 3.15	<b>AFTERNOON BREAK</b>	3.00 - 3.30	<b>Closing Panel:</b> "Where Do We Go From Here?"
3.15 - 4.00	<b>Brainstorming Session:</b> "What Are Our Strengths & Challenges?"  Day's Summary	3.30 - 4.00	Day's Summary Workshop Evaluation.

# Non Profit Management Series

## NON PROFIT COMPUTER SYSTEM ISSUES

There are 10 issues non-profits should explore to ensure that their computer system responds to fund raising needs.

**1 Five days a week, fast, accurate and complete tracking:** You need to track, week by week, how well every approach and every list is performing in every fund raising project. In short, you should be able to distinguish between large gifts (over \$100) and all others.

**2 Prompt gift acknowledgments.** To build donor loyalty and increase the likelihood that response to later appeals will be strong, all donors should be thanked within a week of sending their gifts. Usually, that means acknowledge (include the receipt required by IRS) 24 hours from the time you receive the gift.

**3 Numerous segmentation options:** Your donor database should allow ready access to information about every gift made to you by every donor during the recent past (usually 18 to 36 months). You need to be able to segment your donor file - not just by frequency and gift amount, but also geographically, by gender, by source and by category or gift program. And you need to be able to screen out those donors who don't want to receive mail or be solicited by telephone.

**4 Frequent file analysis:** Examine your donor file every month: measure growth (or attrition), upgrading, geographic dispersion, donor loyalty, and such other benchmarks that will help you evaluate your fund raising efforts.

**5 Accurate and complete data entry.** Capture all available information — and get it right the first time. Phone numbers imprinted on checks, source codes on the response device, title and gender that are obvious in context: storing these bits of information when the gift first arrives could open the door to later, larger gifts.

**6 Variable output options:** Effective direct mail programs communicate with donors in a wide variety of styles and formats.

Therefore, your file maintenance system must be capable of creating Cheshire (plain paper) mailing labels, pressure-sensitive labels, laser-printed form letters (or files formatted for laser printing), hard copy reports, magnetic tapes and/or floppy disks.

**7 Additional information about major gift prospects.** To give you or other major gift solicitors the confidence you need to obtain significant contributions, your system should allow file (note) storage space for the extra donor information needed to record personal phone calls and visits.

**8 Immediate access to gift histories.** To answer individual donor's questions, prepare staff or board members for direct solicitations, and to organize special events, you'll need to quickly retrieve data from selected records in your donor file.

**9 Security.** Your list must be protected against unauthorized view or use. You must also develop and enforce specific internal controls and adequate records to provide a "paper trail" through which auditors may trace transactions. The people who handle money — even volunteers — need to be bonded.

**All the information on your computer should be backed up at least once weekly and duplicate files transferred to a secure off-site location.**

**10 Archival record-keeping:** Most non-current donors should be transferred out of your active file (if they haven't contributed in the last 3 years). The "archival" file contains several years of donor history. These records remain accessible to you for later campaigns, to reinstate lapsed or former donors, for prospecting, or study of program history.

Thomas E. Norman, JD, CFRE

318 Williams St., Suite 100

Tallahassee, FL 32303

Phone/Fax 904/681-1071

# Research Donors From Your Desk With Ease, Results

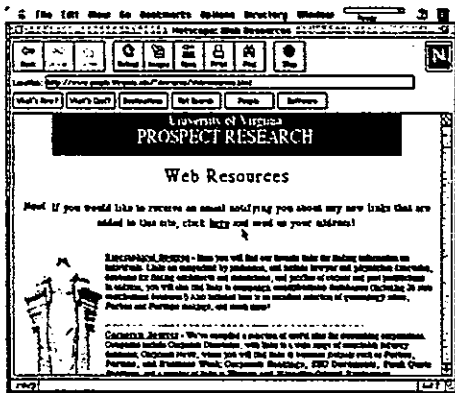
It is simply amazing how much information you can find out about donor prospects without actually leaving your desk. Thanks to your computer and a little time online at a few Web sites, you can be well on your way — generally at no cost — to research heaven.

Here are some of the best online resources.

## The Internet Prospector

[w3.uwoy.edu/~prospect/](http://w3.uwoy.edu/~prospect/)

This is a combination research Web site and monthly newsletter put together by a network of volunteers. The Internet Prospector is a virtual curriculum in research on individuals and companies. The Web site has an entire section on people searching, with articles on strategies and links to address/ telephone locators, a couple of dozen biographical sites and more.



## University of Virginia

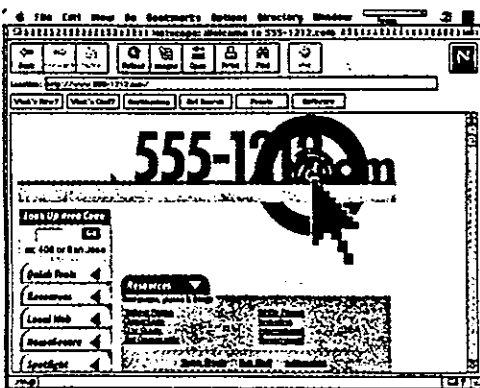
[www.people.virginia.edu/~dev-pros/Webresources.html](http://www.people.virginia.edu/~dev-pros/Webresources.html)

The prospect researchers at the University of Virginia have assembled this research page, with sections on biographical information, corporate information, asset location and evaluation and more. Of particular use is the nationwide listing of property assessors with data online.

## 555-1212.com

[www.555-1212.com](http://www.555-1212.com)

This site lets you fill in a form and then submits the information to several telephone/address directories at once. It has a reverse directory where you can search by telephone number only and it has links to the three most often-used email directories.



## West Legal Directory

[www.wld.com](http://www.wld.com)

The folks at West Law, best known for their law books, also publish a lawyer directory with better than 800,000 names. And, they put it online for free. When you get to

the site, click on "The Informed Client." You can search by almost anything — name, firm, specialty, location. You'll get anything from a simple name/ address/ telephone number listing to a full curriculum vitae.

## Martindale-Hubbell

<http://lawyers.martindale.com>

Martindale-Hubbell publishes a many-volumed compendium of lawyers and law firms throughout the country. This online version provides searchable access at the click of a mouse. When you get to the site click on "Martindale-Hubbell Lawyer Locator."

## American Medical Association

<http://www.ama-assn.org>

Nearly 700,000 physicians, searchable by name, specialty and place of practice.

## Webdental.com

[www.webdental.com/btml/directory.shtml](http://www.webdental.com/btml/directory.shtml)

More than 100,000 entries for dentists nationwide searchable by state, name, keyword.

## The Federal Bureau of Labor Statistics

[www.bls.gov](http://www.bls.gov)

The feds conduct salary surveys nationwide. And many state departments of labor or state data centers run local salary surveys, sometimes detailed down to the county level.

## University of Virginia Property Appraisers

[www.people.virginia.edu/~dev-pros/Realestate.html](http://www.people.virginia.edu/~dev-pros/Realestate.html)

This is the best list available of online property records.

## Securities Exchange Commission (EDGAR)

[www.sec.gov/edgar.htm](http://www.sec.gov/edgar.htm)

The original EDGAR. Here you'll find all filings by all corporations filing to the SEC electronically, which is almost all the big ones.

## The Committee for Responsive Politics

[www.crp.org](http://www.crp.org)

This Washington, D.C., good government group processes Federal Election Commission and other filings and provides searchable access to more than a dozen databases including individual contributions to candidates and soft-money giving to political parties (click on "Political Parties" for those). It also provides access to some state contribution databases.

## Campaign Finance Information Center

[www.campaignfinance.org](http://www.campaignfinance.org)

This site maintained by Investigative Reporters and Editors, a journalism organization based at the University of Missouri, obtains and distributes state campaign finance data. There are links to all states that put their contributions online (click on "CFIC Data Map"), as well as data you can download and import into a spreadsheet or database manager.

A word of caution: Much of the data, both online and downloadable, has not been checked for accuracy. Prospect researchers should use it as a guide.

## Newspaper Archives on the Web

<http://sunsite.uuc.edu/slanews/internet/archives.html>

The Special Libraries Association News Division, an international organization for print and broadcast news librarians, news researchers and others, maintains this page of links, which includes information on download fees.

## NewsLibrary

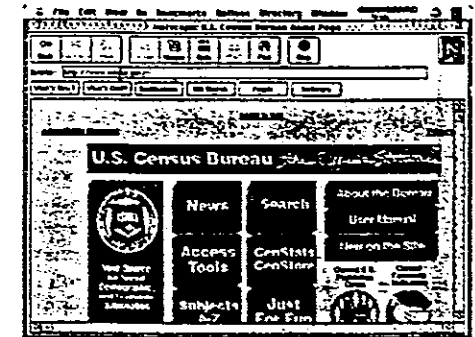
<http://newslibrary.inf.net>

This site lets you search the archives of 38 papers from around the country. Searching is free; retrieving articles, with one or two exceptions, is \$1 each.

## The U.S. Bureau of the Census

[www.census.gov](http://www.census.gov)

The Census Bureau calls itself the "pre-eminent collector and provider of timely, relevant and quality data about the people and economy of the United States," and it's pretty close to true. The census conducts more than 100 surveys annually and 20 censuses each decade, generating scores of reports on people, business, industry and institutions.



## State Data Centers

[www.census.gov/sdc/www/](http://www.census.gov/sdc/www/)

The Census Bureau has a network of affiliated State Data Centers charged with slicing, dicing and localizing census data and, in many cases, collecting or compiling data of their own. The quality varies state by state; some are online and offer downloadable data, others are not online and don't do much more than population estimates. But, they're certainly worth checking out.

## FedStats

[www.fedstats.gov](http://www.fedstats.gov)

FedStats is a potpourri page with links to more than 70 federal agencies that produce statistics, from the obvious to the obscure, including agriculture, crime, health, labor, and economic data. Well indexed, it was created as a convenience to Web users who were searching high and low for the information they need.

## Hoovers

[www.hoovers.com](http://www.hoovers.com)

With both free and subscription sections, Hoovers offers information on thousands of companies. Free searches include capsule profiles of more than 12,000 companies with quotes, news and other links; searchable financial reports for thousands of public companies; and industry "snapshots" describing industry trends and major companies. Subscription services include in-depth company profiles and historical financial reports.

## SBA Online

<http://pro-net.sba.gov/>

"Pro-Net," the Procurement Marketing and Access Network is maintained by the federal government's Small Business Administration as a compendium of procurement information for and about small business. Its database can be searched by business type, size, ownership or geography and provides information on ownership, annual revenues, and whether women or minorities own the business.

## 9 Steps to a Successful Capital Campaign

Normally non-profit organizations launch a capital campaign after a feasibility study. However, let's assume that you have already decided that you are going to build and you are going to conduct a capital campaign. Where do you begin?

In every campaign certain fundamental tasks must be accomplished first, before solicitation can begin. In most well run campaigns, these fundamental tasks can and should be accomplished within approximately the first year of campaign activity. The larger the goal the more advance preparation time required.

Let's say that the board has just voted to launch a \$3 million campaign. Right now, you have nothing-no campaign committees, no campaign policies, nothing.

Where should you expect to be a year from now? You should expect to have your core steering committee in place. And you should expect them to be ready-with proper campaign materials, policies, management systems and staff support-to begin soliciting a well-researched list of top prospects for the Family Life Center Fund. *Where do you start?*

**It's not as daunting as it may sound.**

### ***Step One: Initial Leadership.***

First, form the initial volunteer leadership for the campaign. Start with the leadership you already have, your development committee or an ad hoc campaign committee of the board. Call this your campaign management group - in charge of all campaign decisions until the steering committee is formed. Arrange with this management group to meet approximately twice a month for the next several months.

### ***Step Two: In-House Support.***

Second, you must establish the in-house systems and staff you'll need to support a campaign. But before you can purchase new planned-giving software or hire new staff for example, you'll need a budget for it.

To draft a campaign budget, work with your management group and consultant (if you have one) to map out your campaign's basic structure. Have the management group finalize and approve the goal, the duration, the schedule of phases, the gift scale and the estimated resources for gifts (that is, how much of your total will be coming from foundations, major donors, small donors, planned gifts, special events and so forth).

This will help determine your staffing plan and other campaign needs, letting you know, for example, whether your campaign will require an expanded planned-giving staff, an area wide prospecting program, a video or a special events budget, for example. Now you can draft the campaign budget (and use your management group's clout to get it approved). When the budget's approved, begin the necessary processes for making the purchases or hires you'll need immediately to get started.

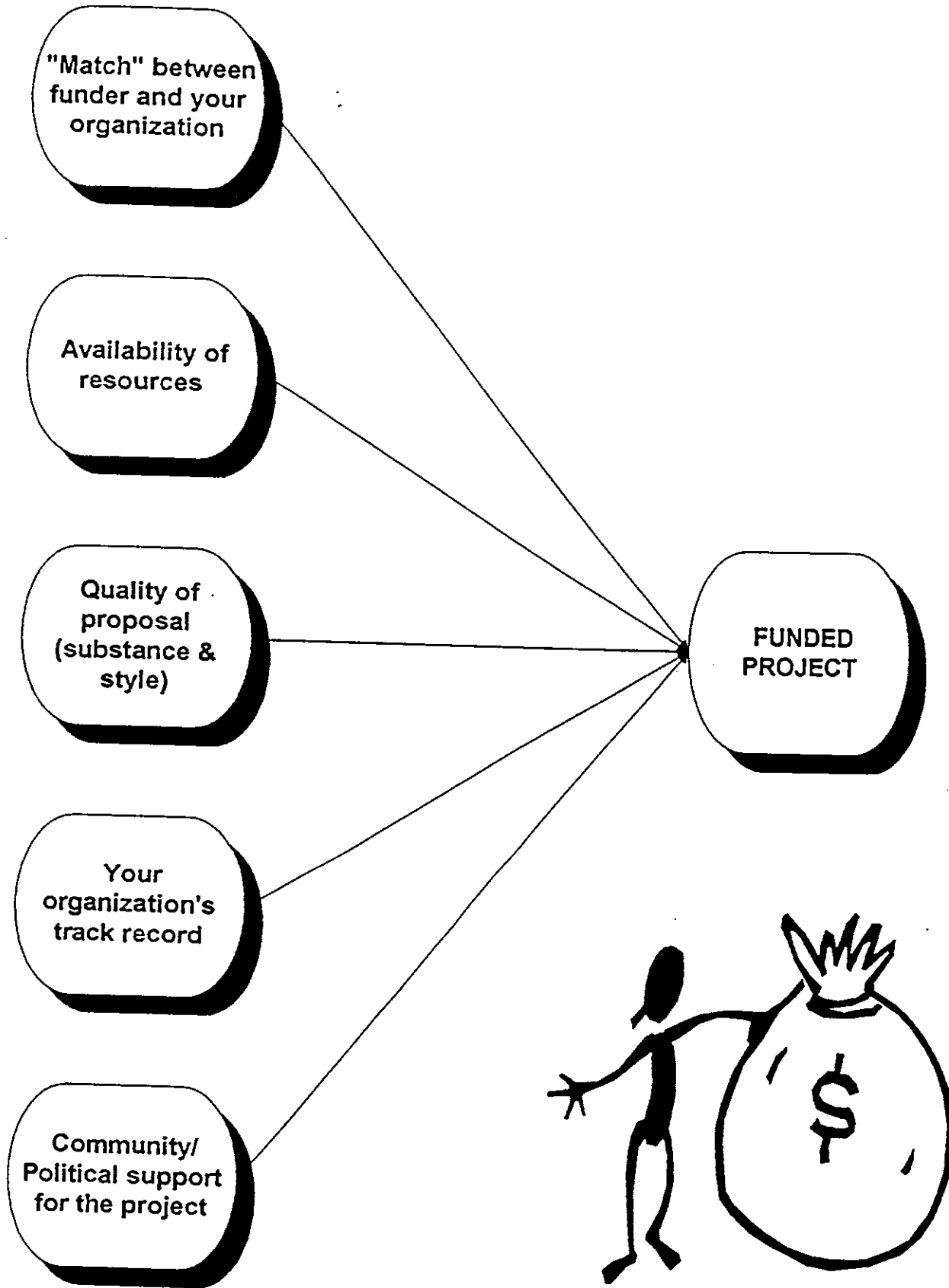
### ***Step Three: Campaign Plans and Policies.***

There are certain basic campaign plans and policies you should have in place before the management group recruits the steering committee. One of the most important is the trustee goal, because no outsider should be asked to lead a campaign before the insiders have stated their own commitment to the project.

Other basic campaign policies (in addition to those you developed for the budget) you should finalize before the heavy hitters come on board are:


- A volunteer leadership organizational chart.
- Job descriptions for volunteer committees.
- Gift-crediting policies.
- Gift-acknowledgement policies.
- Major naming opportunities.
- Volunteer, development office and business office reporting policies.
- A detailed campaign plan showing what should be accomplished and when.

# ELEMENTS OF SUCCESS APPENDIX VI





**Fund Development**



**Capital Campaigns**  
FAVA/CA - Jamaica - May, 1999

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**Planning the Capital Campaign 1**

- ✓ Financial Requirements for Each Phase = Goal
- ✓ Identify & Recruit Campaign Leadership
- ✓ Establish Gift Categories follow 80%-20% Rule
- ✓ Average Pledge & Length



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**Planning the Capital Campaign 2**



- ✓ Solicit Lead Gifts
- ✓ Identify & Recruit Cadre of Volunteers
- ✓ Develop Marketing Package
  - pledge cards with amounts
  - follow-up procedure
  - use Architectural Plan
- ✓ Train Volunteers
- ✓ Follow - up

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**80% - 20% Rule**



- ✓ 20% of your donors will give 80% of your goal
- ✓ In the US it is now 90% of goal given by 10% of Donors

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**Rule of Thirds**

- ✓ THE TOP 100 DONORS ARE KEY TO THE CAMPAIGN SUCCESS
- ✓ You will reach your goal if:
  - Largest Gift = 10% of Goal
  - + next 9 Gifts = 1/3 of Goal

and

- ✓ The next 90 gifts = 1/3 then most likely
- ✓ You can raise the next 1/3 from all other gifts.



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**Half-Way Rule**



- ✓ Once you have raised 1/2 of your goal you can go public

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**Rule of Sequential Solicitation**



- ✓ Solicit the Large gifts first.
- ✓ Smaller gifts last

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**Peer Participation Rule**

- ✓ The larger donor should either be part of the campaign leadership or be solicited by volunteers who are equal or higher plane socially or economically.



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## **The Classic Principles or Rules of Capital Fundraising**

**1. 80/20 RULE (Lately becoming a 90/10 REALITY)**

80% of the total raised in the campaign will be given by 20% of the donors to the campaign.

**2. RULE of THIRDS - for reaching the goal**

You may anticipate reaching your goal if:

The largest gift equals 10% or more of the goal and it, along with the next nine gifts total one-third of the goal.

AND

The next 90 gifts equal one-third of the goal.

THEN, MOST LIKELY

You can then raise the last one-third of the goal from all the other gifts.

You can see from the rule of thirds how the corollary is true: THE TOP 100 DONORS ARE KEY IN THE CAMPAIGN. After all, if you believe the rule of thirds the top 100 donors contribute two thirds of the goal. (However, it has lately proven to be true that in smaller campaigns (less than \$1 million) the top 100 donors only account for about 50% of the goal.

**4 HALF-WAYRULE**

You go public only after one-half the goal is reached

**5. THE RULE OF SEQUENTIAL SOLICITATION**

In a capital campaign you solicit gifts in order from the largest to the smallest gifts. This strategy suggests that the larger gifts will help raise the sights of those expecting to give smaller gifts.

**6. THE PEER PARTICIPATION RULE**

The larger donor should either be part of the campaign leadership or be solicited by volunteers who are on an equal or higher plane socially or economically.

# A Donor Bill of Rights APPENDIX VIII

PHILANTHROPY is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:

## I.

To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.

## II.

To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.

## III.

To have access to the organization's most recent financial statements.

## IV.

To be assured their gifts will be used for the purposes for which they were given.

## V.

To receive appropriate acknowledgment and recognition.

## VI.

To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.

## VII.

To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.

## VIII.

To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.

## IX.

To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.

## X.

To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

### DEVELOPED BY

AMERICAN ASSOCIATION OF FUND RAISING COUNSEL (AAFRC)  
ASSOCIATION FOR HEALTHCARE PHILANTHROPY (AHP)  
COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION (CASE)  
NATIONAL SOCIETY OF FUND RAISING EXECUTIVES (NSFRE)

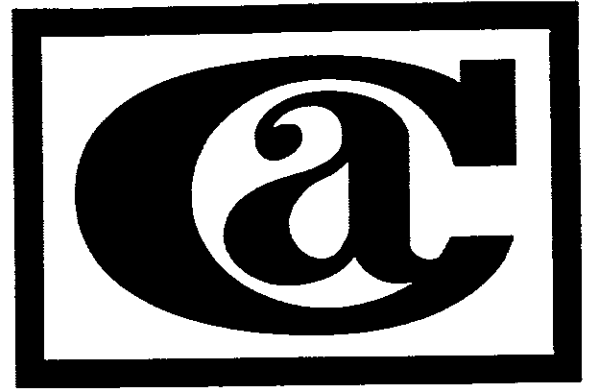
### ENDORSED BY (IN FORMATION)

INDEPENDENT SECTOR  
NATIONAL CATHOLIC DEVELOPMENT CONFERENCE (NCDC)  
NATIONAL COMMITTEE ON PLANNED GIVING (NCPG)  
NATIONAL COUNCIL FOR RESOURCE DEVELOPMENT (NCRD)  
UNITED WAY OF AMERICA

Cargill Associates, a full-service fund-raising consulting firm, has met the needs of non-profit organizations nationally and internationally since 1976.

*Services:*

- Capital Campaigns
- Pre-Campaign Surveys
- Internal Audits
- Planned Giving Programs
- Post-Campaign Counsel
- Executive Staff Search
- Long-Range Planning
- Conferences and Seminars
- Board Development and Orientation



*The Nine  
Commandments  
for Fund-Raisers*



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Fort Worth, Texas 76163-0339  
(817) 292-9374 • (800) 433-2233

In the October 1993 issue of the *Southern Baptist Educator*, Dr. Ben M. Elrod, President of Arkansas' Ouachita Baptist University, listed "The Nine Commandments for Fund-Raisers." With his permission, I want to share them with you.

### *Commandment #1*

Do begin asking for contributions right from your own organization. If your own institutional family does not think enough of the institution to give, prepare the order of service for the funeral.

### *Commandment #2*

Do prepare a positive, simple case statement including your strengths, plans, and strategy for securing resources.

### *Commandment #3*

Do ask boldly. My vice president for development and I have a clear job description for him. It is in the form of one sentence: "Get the money." I have no problem understanding *that* job description, and evaluation requires a fairly simple framework. We have never apologized for taking the time of busy people, and we have never failed to tell them the purpose of



our visit. If fellowship is what you want, stay at home and visit with your spouse. If money is what you are after, tell your prospects that is what you want.

### *Commandment #4*

Do relate meaningfully your donor's participation with your larger programmatic objectives. That is where the heart of his or her strongest motivation lies.

### *Commandment #5*

Don't look for your institutional salvation to fall miraculously from some distant sky. Take your shovel in hand and start digging your own gold mine.

### *Commandment #6*

Don't expect the big fund-raising victories to come from the performance of second- and third-string quarterbacks. Important people want to talk to the President/CEO.

### *Commandment #7*

Don't fear the possibility of asking for too much or too often. The ones you "turn off" ordinarily never were "on."

### *Commandment #8*

Don't prepare your speeches and materials from other educators. Prepare statements which tell your lay constituency what you are doing and how they can relate, and say it in terms they can understand.

### *Commandment #9*

Don't get discouraged. The law of averages is on your side. If one out of every five responds positively, thank heaven for the fourth negative response. You are on the threshold of success.

Robert L. Cargill, CFF  
President

BEST AVAILABLE COPY

## DIRECT MAIL: Successful Strategies for the Small Shop

Some of the results of testing show that usually:

1. The use of "Dear Friend" or mailing labels says "junk mail." Don't use them.
2. Eighty percent of the checks and 90 percent of the notes and letters are signed by women, so design your appeals for women - older women.
3. The use of color and/or artwork on the envelope can increase the chance of it being opened. Test it.
4. If using a window envelope, the use of a pre-canceled stamp will probably be about the same as using a postage meter, but both will do better than the printed indicia (permit) However, when mailing a standard "closed face" envelope, a commemorative first class stamp gets the envelope noticed.
5. Indented paragraphs with a ragged right margin, short words (4-6 letters), short sentences (under 10 words), and short paragraphs (less than 5 lines) make for easier reading.
6. Older people report that large serif style type styles are easier for them to read than sans serif type particularly the light sans serif faces (such as Ariel).
7. Find some sample letters that have worked for others and study them.
8. Add two basic reference books to your library: *Dear Friend: Mastering the Art of Direct Mail Fund Raising* and *Direct Mail Fund Raising Letters That Work.*, the still relevant May, 1988 issue of *Currents* published by CASE and the December 8, 1997 issue of *U.S. News & World Report* cover story: Inside the Business of Junk Mail.



**APPENDIX X**

**CHECK LIST FOR THE WINNING FUND-RAISING LETTER**

(1 = poor and 4 = excellent)

	1	2	3	4
1) <b>Lead:</b> Does it create immediate interest? Will the prospect begin reading? Give your highest rating for a strong theme and the use of story-telling, case histories, or news (such as of a crisis) to introduce the problem. <b>Hint.</b> A better lead can often be found in the body copy a few paragraphs down. If you find one, move it up and raise your rating as well.....				
2) <b>Writing Style:</b> Is it easy to read, friendly, and personal? Base your rating on how well the words and ideas flow, use of emotion, and use of good transitions between ideas. Look for the absence of jargon and of complicated, overly long sentences. And look for the use of down-to-earth words that no one will have to look up.....				
3) <b>Focus:</b> Is the focus simple and clear? Or do you try to tell too much? Base your rating on whether the letter focuses on a specific problem, or a need, or a goal — on whether it focuses less on the needs of the cause and more on the needs of the people served by the cause.....				
4) <b>Problem Solving:</b> Does it offer solutions and hope? Rate on the basis of whether it offers believable solutions to genuine problems — solutions that are time or money related. <b>Hint.</b> Referring to a track record in past situations adds credibility to your solution.....				
5) <b>Reader Recognition:</b> Does it make the reader feel important if he or she sends a donation? Also, is the letter written only to one person? Does it use the word "you" several times on every page?.....				
6) <b>Personal Benefits:</b> Are the personal benefits that come with a donation emphasized? Does the donor get a publication, discounts, or other services? If so, are they described effusively? If they lend themselves to pictures, are powerful illustrations used? If the benefits are exceptional, does the mailing package devote sufficient space (perhaps even a separate piece) to describing them?.....				
7) <b>The Request:</b> Have you actually, clearly asked for a contribution? Base your rating on a strong, straightforward request for a gift, without apology. Has the best case been made for <u>why</u> the money is needed? Is the need stated several times and in several ways before the final request?.....				
8) <b>Urgency:</b> Will the donor understand that he or she must move quickly — must get the gift back to you while it still can help. Is an immediate response urged? <b>Hint.</b> Offer a strong reason to give <u>now</u> — something like crisis, budget deficit, deadline, tremendous opportunity, whatever is true.....				
9) <b>Suggested Gift:</b> Does the donor know exactly how much money you want? Have you eliminated any chance that the donor will wonder how much to send? Remember, you get what you ask for. <b>Hint.</b> Ask for \$3 more than the average gift you seek. Try using "odd" dollar figures (\$17.27, for example) for credibility.....				
10) <b>The P.S.:</b> Is it as good as the lead? Would the letter be badly damaged if the P.S. were left off entirely? If it would not, rewrite the P.S. so that it cannot be left off. Remember, the P.S. and the lead usually are read, even if the body of the letter is not.....				
11) <b>Length:</b> Is the letter long enough to create interest, to state the problem, to tell the story in its most interesting form, to arouse emotion, to offer hope and the opportunity to participate in something significant, to state your credentials, to ask for the gift, and to offer attractive personal benefits?.....				
12) <b>Format:</b> Does it <u>look</u> like a letter? Is it typewritten? Is there good use of white space? Are short paragraphs mixed with medium length paragraphs? If it's a long letter, does it make good use of graphic devices like subtitles, underlines, indented copy blocks, and bulleted lines to increase readability? Remember, if it can't be <u>easily</u> read, it won't be read at all.....				
13) <b>Photos:</b> If photos or other pictures are used, are they interesting? Are they clear enough to understand? Do they tell a story? Are they at least 2 1/4 x 3 1/4" in size? If there are captions, and you should probably use them, are they lively and descriptive?.....				

This checklist is based on Con Squires' CopyRater™ from his newsletter "Techniques for success in Direct Mail Fund-Raising".

## Effective Fund-Raising Messages: The "I's" Have It!

*Include these elements in your fund-raising communications materials to achieve positive results:*

- Integrity:** Tell the truth; don't mislead. Be accurate.
- Impact:** Tell how gifts help your organization. What will future giving accomplish?
- Information:** Use solid facts to support your case.
- Involvement:** Tell prospects what they can do to help and invite them to join your cause.
- Investment:** State your case in terms of long-range benefits, not short-term crises.
- Immediacy:** Tell them when to act: Do it today!
- Incentives:** Tell about giving clubs, premium items, recognition opportunities, special giving methods (e.g., EFT).
- Interest:** Capture each reader's attention so your message will get through.
- Inviting aesthetics:** Make your materials attractive and of the highest quality you can afford (but not extravagant).
- Intelligence:** Don't talk down to your readers or patronize them. Make sure your letters and materials are grammatically correct. Proofread carefully!

*—Leon M. Rubin, President  
The Rubin Communications Group*

NGO: \_\_\_\_\_

Contact: \_\_\_\_\_

Phone: \_\_\_\_\_

Address: \_\_\_\_\_

Email: \_\_\_\_\_

<b>ACTION PLAN:</b>	<b>PERSON RESPONSIBLE:</b>	<b>DATE DUE:</b>
<i>Board of Trustees</i>  1 2 3		
<i>Telling Our Story</i>  1 2 3		
<i>Local Fundraising</i>  1 2 3		
<i>Special Events</i>  1 2 3		
<i>Endowments</i>  1 2 3		

UPLIFTING ADOLESCENTS PROJECT

WORKSHOP ON  
FUND-RAISING AND SUSTAINABILITY FOR UAP SUB-GRANTEES

May 11-12, 1999  
Medallion Hall Hotel, Kingston

**PARTICIPANTS' EVALUATION**

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A. Workshop Content

Please review the statements given below and give your opinion on each by ticking the box which represents your views most closely. The following key should be used for the boxes:

- a. Strongly Agree
- b. Agree
- c. No Opinion
- d. Dis-agree
- e. Strongly Dis-agree

The Workshop Objectives were:

- a. To expose the participants to innovative fund-raising ideas and concepts for use in promoting financial sustainability of Jamaican NGOs;
- b. To explore application of these concepts to the Jamaican context; and
- c. To develop, in small group settings, the structures and fundamental content of fund-raising and sustainability plans for Jamaican NGOs.

1. The objectives of the workshop were met.

- a.       b.       c.       d.       e.

2. Workshop materials distributed were relevant to the program.

- a.       b.       c.       d.       e.

3. The teaching methodologies used in this workshop were effective.

- a.       b.       c.       d.       e.

4. The workshop's content is relevant to my work with youth through the NGO.

- a.       b.       c.       d.       e.

5. I feel that I am now in a better position to successfully undertake responsibilities in my NGO relating to fund-raising and improving the sustainability of my organization.

- a.       b.       c.       d.       e.

6. My overall evaluation of the workshop is positive.

- a.       b.       c.       d.       e.
- 

**B. Participant's Comments**

Please take a few moments to provide below some written comments on the workshop.

1. What two positive features or aspects of the training received at this workshop stand out in your mind most?

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2. Was there anything negative, in your opinion, about the workshop?

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3. What kind of follow-up activity would you like to see in this area?

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4. Any other overall comments:

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*UPLIFTING ADOLESCENTS PROJECT*

**FUND-RAISING & SUSTAINABILITY FOR NGOs (UAP SUB-GRANTEES)**  
May 11-12, 1999

**PARTICIPANTS' COURSE EVALUATION**

**Evaluation Completion Rate**

Although 28 NGO representatives had registered for the final day of the Workshop, only 27 persons were present when the evaluation forms were distributed. Twenty-six (26) completed forms were handed in, making the completion rate 96.3%.

**General Evaluation Results**

Analysis of the evaluation results revealed substantial satisfaction, as 25 of the 26 respondents (96.2%) strongly agreed/agreed that "My overall evaluation of the workshop is positive" and a high overall rating was given to the Workshop's content and teaching methodologies — 4.66 out of a maximum 5 points.

All, except two persons, listed a number of positive features. The positive features/aspects of the training most often mentioned were the insights gained regarding the variety of innovative ways in which effective marketing and fund-raising could be achieved. Many individuals also recorded additional comments indicating that they had been energised and motivated by the "useful and very positive" experience.

The majority said they had not found anything negative on which to comment. Of the 4 negative features identified in response to the question, "Was there anything negative, in your opinion, about the workshop?", only one was mentioned twice and it related to insufficient focus on fund-raising in Jamaica's socio-economic context. Although this minority view was also expressed by two other persons in different sections of the form, another participant listed a related comment, "Comprehensive and gave much attention to the local NGOs' reality", as a positive feature.

Most suggestions for Follow-Up Activity related either to NGOs collaborating with each other to develop joint grant applications and/or fund-raising projects, or to maintaining contact with the Workshop facilitators to get on-going advice and help with planning and evaluating NGOs' future fund-raising efforts.

**Evaluation Details**

Participants' evaluations have been tabulated in 2 Tally Sheets that form part of this Report, but some of the details will be highlighted below.

*Section A: Workshop Content*

Examination of the relevant Table (pg. 48 of the Summary Report) will reveal that none of the respondents selected the "Disagree" or "Strongly Disagree" options to respond to the 6 evaluation factors, which presented as positive statements.

When the "Strongly Agree" and "Agree" responses are taken as a whole, each of the 6 evaluation factors was endorsed by either 100% (Statements #1 & 3) or by between 92.3% (Statement #5) and 96.1% (Statements #2, 4 & 6). One respondent's comment represents the consensus view very well:

"The workshop is timely, comprehensive and has served as a motivator for revision and a new thrust".

There were single "No Opinion" responses to Statements #2, 4 & 6 concerning, respectively, the subject relevance of materials distributed, relevance of the workshop's content to NGO work with youth, and overall evaluation of the workshop. Two persons had "No Opinion" about whether they felt better able to undertake fund-raising responsibilities (Statement #5).

Actually, the "No Opinion" responses to the 4 Statements were made by only 3 persons, as the same individual indicated that response to Statements #5 & 6.

*Section B: Participants Comments*

A list of participants' comments is attached (pg. 49 of the Summary Report). All, except one, listed positive features and only 5 persons mentioned 4 negative features.

The person giving the 2 "No Opinion" responses referred to above did record 2 positive features of the Workshop as being:

"The trainers were very good and enthusiastic"  
"Relevant materials".

In her/his opinion, however, the Workshop's negative feature was that "even though the materials were relevant, more consideration was necessary for the Jamaican context."

Concern about insufficient Jamaican content was echoed by 3 other persons — one person also listed it as a negative feature ("not enough effort was committed to defining the economic realities of the Jamaican economy and its implications for fund-raising initiatives"), and two others suggested that future training "could target the Jamaican situation", and "fuller information about Jamaica will facilitate tailoring course material to Jamaica".

While the presentations might have contained more Jamaican examples, it is only fair to say that, throughout the training, participants were given several opportunities (group discussions, etc.) to draw on their own knowledge of Jamaican realities and adapt the

principles/advice given to their own situations. Participants were also urged repeatedly to find solutions by looking at apparent problems with 'new glasses'. In fact, one participant listed "... and gave much attention to the local NGOs' reality" as a positive feature of the Workshop.

Suggestions made for follow-up activity indicate that many UAP sub-grantees:

1. want to work more closely together in their fund-raising efforts  
⇒ This desire for greater networking has been expressed in most previous course evaluations. What appears to be still necessary is for them to do something practical about the desire for more collaboration, e.g., selecting regional co-ordinators to arrange meetings of NGO representatives in each area..
2. wish to maintain contact with the course facilitators for ongoing fund-raising advice.

As far as "Overall Comments" were concerned, the majority were expressions of satisfaction with the training received. Nevertheless, the UAP administration may want to pay particular attention to the comment that "we should have given the presenters Jamaican gifts", if plans are made in the future to utilise the services of overseas trainers.

*B.P. Butler*  
18 May, 1999



## UPLIFTING ADOLESCENT PROJECT

## WORKSHOP EVALUATION

SUBJECT: FUND-RAISING &amp; SUSTAINABILITY FOR NGOs (UAP SUB-GRANTEES)

DATE: May 11-12, 1999

PARTICIPANTS EVALUATION TALLY SHEET

## SECTION A: Views on Workshop Content

Evaluation Factors & Weights	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	AVERAGE SCORES	TOTAL SCORE
	5	4	3	2	1		
1. The objectives of the workshop were met.	19	7				4.73	123
2. Workshop materials distributed were relevant to the programme.	18	7	1			4.65	121
3. The teaching methodologies used in this workshop were effective.	15	11				4.58	119
4. The workshop's content is relevant to my work with youth through the NGO.	18	7	1			4.65	121
5. I feel that I am now in a better position to successfully undertake responsibilities in my NGO relating to fund-raising and improving the sustainability of my organisation.	15	9	2			4.50	117
6. My overall evaluation of the workshop is positive.	23	2	1			4.85	126
<b>Overall Rating on Workshop Content:</b>						<b>4.66</b>	

## SECTION B: Participants' Comments

	No. of Responses
<b>1. Most Positive Features/Aspects of the Training Received</b>	
<ul style="list-style-type: none"> <li>• Marketing ideas: How to identify donors and make them 'friend-raisers'/How to get persons and organisations to give fund-raising support/ Involvement of kids in advertising and doing community-related jobs/'Blowing Your Own Horn' /Approach international organisations/Request bequests</li> <li>• Wealth of ideas for effective fund-raising/wealth of 'tried and true' information presented by credible persons able to 'tell their stories'</li> <li>• Opportunity to interact with others</li> <li>• Information on building better Boards</li> <li>• Establishing an Endowment Fund for future sustainability</li> <li>• Provision of materials/relevant materials</li> <li>• Strategic Planning/Managing the Development Programme</li> <li>• The success stories of fund-raising/ very practical examples</li> <li>• Importance of competent, reliable management/The need for serious personal reflection to determine how the self can be a better manager and bring more resources to other stakeholders in my organisation.</li> <li>• Trainers very good and enthusiastic</li> <li>• Comprehensive and gave much attention to the local NGOs' reality</li> <li>• Encouragement to think big in fund-raising in order to meet financial goals</li> <li>• Teaching methodologies incl. use of 'state of the art' equipment (video)</li> <li>• Fund-raising is an all-inclusive, all-involving activity</li> <li>• Importance of Board involvement in fund-raising</li> <li>• Must focus on the organisation's mission</li> <li>• We should not limit ourselves in the things we do. Some ventures might not bear fruit immediately, but we should think long-term.</li> <li>• Concept of donor as 'contributor to the cause' rather than NGO as 'beggar'</li> <li>• The idea that LOVE holds the key to fund-raising</li> <li>• Ideas and information gained will help tremendously in future fund-raising</li> </ul>	<p>8</p> <p>5</p> <p>5</p> <p>3</p> <p>3</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p>
<b>NO POSITIVE FEATURES LISTED .....</b>	2
<b>2. Negative Features</b>	
<ul style="list-style-type: none"> <li>• Insufficient focus on socio-economic realities of the Jamaican economy and implications for fund-raising initiatives/Even though the materials [provided] were relevant, more consideration of the Jamaican context was necessary</li> <li>• Time was too short</li> <li>• Lack of adherence to time by some participants</li> <li>• Air-conditioning too cold, as usual in Medallion Hall</li> </ul>	<p>2</p> <p>1</p> <p>1</p> <p>1</p>
<b>NONE LISTED .....</b>	21

	No. of Responses
<p><b>3. Suggested Follow-Up Activity</b></p> <ul style="list-style-type: none"> <li>• Collaboration between NGOs - pooling ideas/sending out joint proposals for access to resources/implementing fund-raising projects 9</li> <li>• How to train the Board to be supportive 1</li> <li>• On-going contact with the facilitators: advice and later evaluation to see whether we were able to achieve the goals set/communicate info. about resulting activities to NGOs and the facilitators/direct correspondence 7</li> <li>• As planned, a one-on-one with NGO rep. &amp; workshop facilitator to provide specific guidelines 1</li> <li>• More info. on the Internet after the UAP web-site is set up 1</li> <li>• More on Endowment Fund Management 1</li> <li>• Fund-raising 1</li> <li>• For the future, the fund-raising component could target the Jamaican situation 1</li> </ul>	
<p><b>4. Other Comments</b></p> <ul style="list-style-type: none"> <li>• Useful/very positive/time well-spent/great experience 7</li> <li>• Fun/interesting and informative/truly an eye-opener 3</li> <li>• Well timed, well planned/excellent/impressive workshop 4</li> <li>• Timely, comprehensive workshop that has served as a motivation for revision and a new thrust 1</li> <li>• Very good and will maintain contacts 1</li> <li>• Ideas gained will be put into action 1</li> <li>• I feel excited and empowered, and will share the information with my Board members 1</li> <li>• Some practical Jamaican examples would have given a better appreciation of the methods highlighted/having fuller information about Jamaica would have facilitated tailoring course material to Jamaica 2</li> <li>• Mary had a very strong supportive team and her approach to teaching/passing on information was very good/very satisfied with the presenters 2</li> <li>• We should have given the presenters (a fine group) some Jamaican gifts 1</li> </ul>	