
=MC GLOBAL FUNDRAISING CONFIDENCE REPORT 2009

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ABOUT =MC

The Management Centre (=mc) is an international network of training and consultancy organisations working to transform the results of non-profit organisations worldwide. We have offices in the UK, USA, Australia, Dubai, Singapore, Brazil and Mexico.

Our team brings extensive expertise from charity, public, arts, health, education and regeneration organisations. Our purpose is to offer you the very best and most effective management consultancy, fundraising consultancy, and training services.

Find out more about =mc's services at www.managementcentre.com, on +44 (0) 20 7978 1516 or contact Bernard Ross, =mc's Director via bernard@managementcentre.co.uk.

INTRODUCTION

This report details the responses to an online survey undertaken by The Management Centre (=mc) in June and July 2009. The results are compared to a similar survey undertaken by =mc in August 2008 to see how views have changed.

Directors of fundraising for national and international NGOs (Non-Governmental Organisations) were invited to complete the survey along with other experts and influencers in the sector. 132 people responded to the survey.

We have analysed the perspectives as a whole and by regional grouping. The regional groupings chosen are:

- Africa and the Middle East
- Australasia/Oceania
- North America
- Europe
- S and SE Asia

At the time of writing this report we have received a few responses from South America. These will be analysed and included in a future version.

EXECUTIVE SUMMARY

Fundraisers are seeing the green shoots of economic revival:

- 50% of not-for-profit organisations globally report a decline in income over the past year, 33% saw an increase
- Not-for-profit organisations in Asia were hit hardest with an average income fall of 13%, compared to an average decline in Europe of just 1%
- Worldwide, fundraisers' confidence is growing with 56% reporting that they feel more optimistic about donations in the coming 12 months
- Despite having the smallest drop in income over the past 12 months, Europeans are more pessimistic than any other region, with only 30% feeling more optimistic, compared to 70% of Asians and Australasians

The past year has been tough for some, with half of not-for-profit organisations reporting a decline in income, but more than one third (33%) of fundraisers have successfully bucked the trend and generated additional income despite the recession, according to The Management Centre's Global Fundraising Confidence Survey 2009.

On average, income to not-for-profit organisations across the world fell by between 3% and 4%. 50% of not-for-profit organisations saw a drop in income over the past year, and of those almost 20% saw their income fall by over 10%. However, 33% of not-for-profit organisations saw an increase in income, and 14% reported income growth of 10% or more. Not-for-profit organisations in Asia were hit hardest with an average income change of -13%, whilst those in Europe reported a more modest change of -1%.

Even among those who saw their income fall or stay static, the majority (54%) were reluctant to blame the global recession as the sole factor, citing additional causes such as:

- Difficulties in recruiting good fundraisers

- Poor crisis leadership from other directors and the board
- Lack of effective strategy for dealing with the crisis

The most common factors reported to have positively impacted income levels were:

- Increased investment in fundraising and working harder to counteract anticipated income falls
- Finding new sources of income
- Major donors stepping in to boost income
- Innovation in fundraising to create new offerings

The research highlights the potential for success where fundraisers took a proactive approach in meeting the recession head on. When asked to indicate what broad strategy they had used for tackling the recession, over half of respondents favoured 'fighting for market share – expansion has been our key tactic' (30%) or 'taking effective action quickly to maintain donations' (25%).

When asked what fundraisers should do to build income against the backdrop of a global recession, the most common recommendations were:

- Stay close to donors. Work with them to explain the situation for beneficiaries, but don't put them under too much pressure
- Diversify and improve communication with donors. Get to know their needs better by improving research and databases. Make sure feedback is sought and treated seriously
- Apply a variety of fundraising approaches, don't just stick to one. Linked to this was a desire to use social media more effectively
- Reduce costs through a range of measures from applying low cost fundraising methods to applying a pay freeze
- Be innovative – this covered a range of suggestions, including working closely with other similar organisations

Looking ahead, fundraisers' confidence is growing with over half (56%) reporting that they feel more optimistic about the coming 12 months. 11% feel less optimism, whilst the remaining third (33%) feel much the same. Europeans were by far the most pessimistic regions, with just 30% of Europeans feeling optimistic about the coming year, compared to over 70% of Asians and Australasians.

Fundraisers predict that the three causes whose fundraising was most likely to suffer from the global financial crisis were arts, heritage and culture, science and scientific research and human rights. The three causes least likely to suffer were children's causes, faith based causes and education.

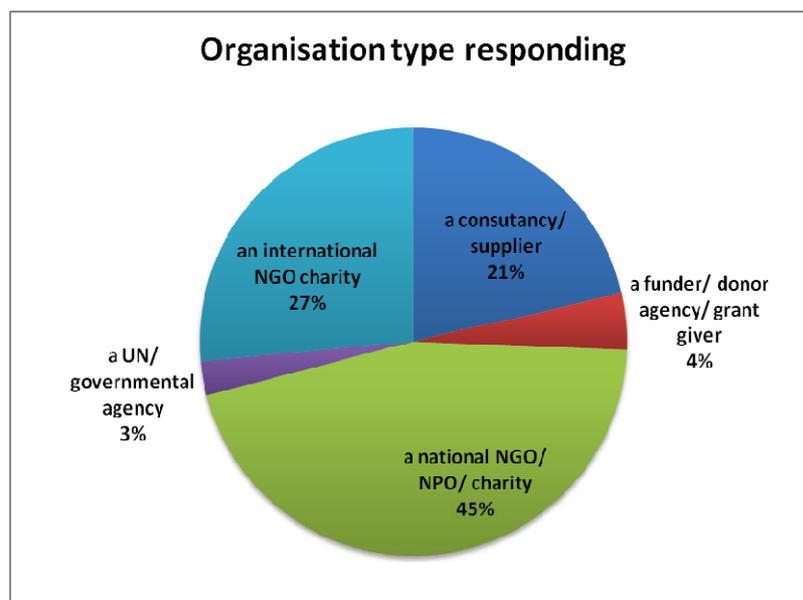
DETAILED FINDINGS

RESPONDENT PROFILES

TYPES OF ORGANISATION RESPONDING

Organisation type	2009	2008
a national NGO/NPO/charity	44.7%	28.3%
an international NGO charity	26.8%	48.9%
a funder/donor agency/grant giver	4.9%	6.5%
a consultancy/supplier	21.1%	16.3%
a UN/governmental agency	2.4%	

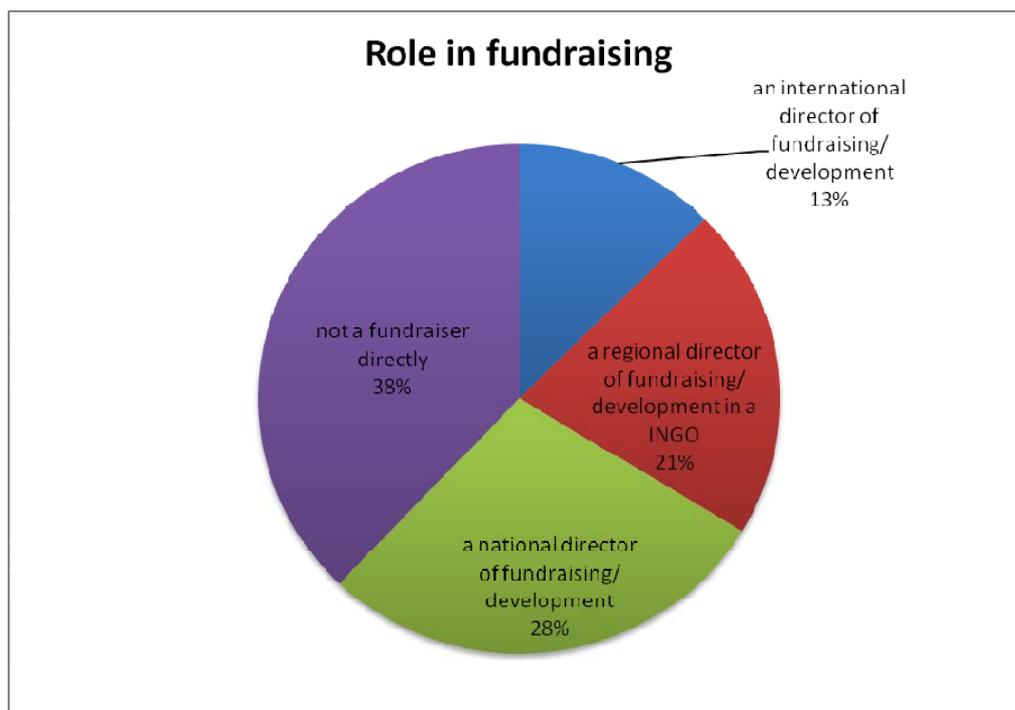
- In the 2009 survey, 45% of those who responded worked a national NGO/NPO/charity for international NGOs compared to around 28% in 2008
- 27% worked for an international NGO charity compared to 49% in 2008
- 21% worked for consultancy/supplier compared to 16% in 2008
- About the same number (2009-5%, 2008-6%) worked for a funder/donor agency/grant giver
- 2% worked for a new category – UN/Governmental agency



ROLE IN FUNDRAISING (IF ANY)

Role in Fundraising	2009	2008
International director of fundraising/ development	12.6%	19.5%
Regional director of fundraising/ development in a INGO	21.1%	10.3%
National director of fundraising/ development	28.4%	39.1%
Not a fundraiser directly	37.9%	31.0%

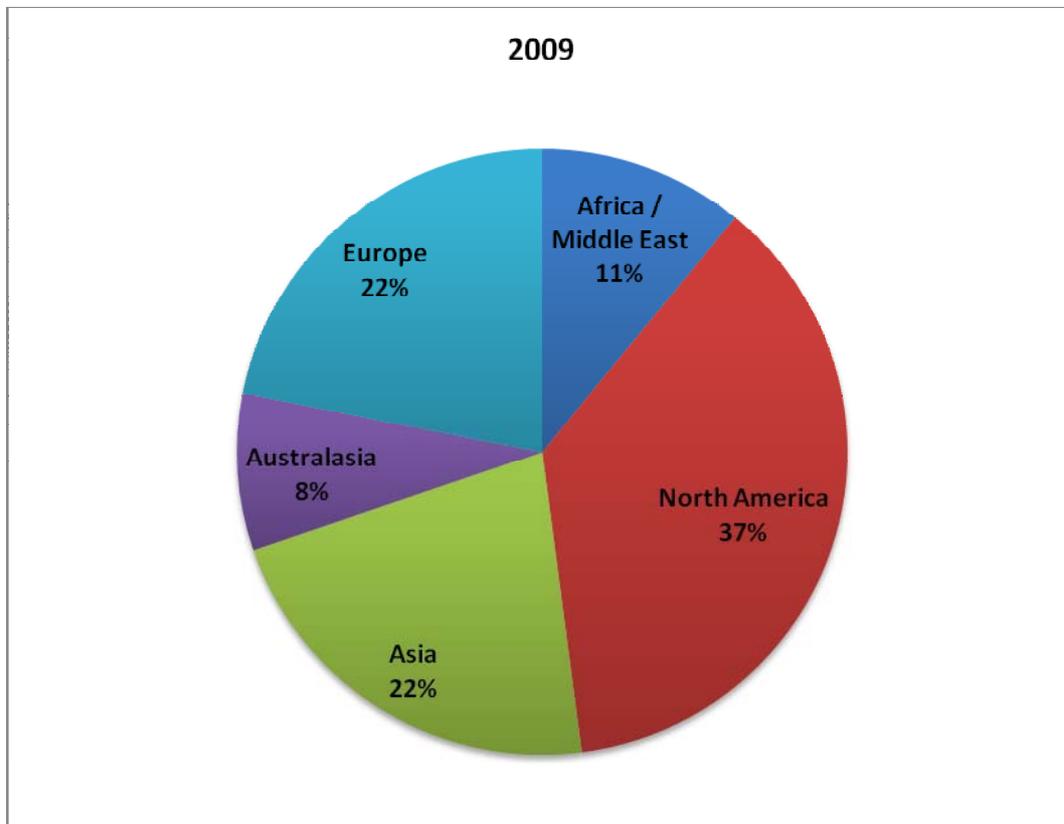
- In 2009 38% of respondents were not fundraisers directly (many were CEOs or other senior managers) this compares to 31% in 2008
- 28% were national directors of fundraising/ development compared to 39% in 2008
- 21% were regional directors of fundraising/ development in an INGO compared to 10% in 2008
- 12% were international directors of fundraising/ development



RESPONDENT LOCATION

This year we decided to offer the survey more widely and to break down larger regions, like Asia, into smaller regions. This has enabled us to carry out a more detailed regional analysis.

Respondent location	2009	2008
Africa/ Middle East	10.8%	16.5%
North America	36.7%	19.8%
Asia	21.6%	27.5%
Australasia	8.3%	3.3%
Europe	21.7%	25.3%
Latin America	tbd%	7.7%

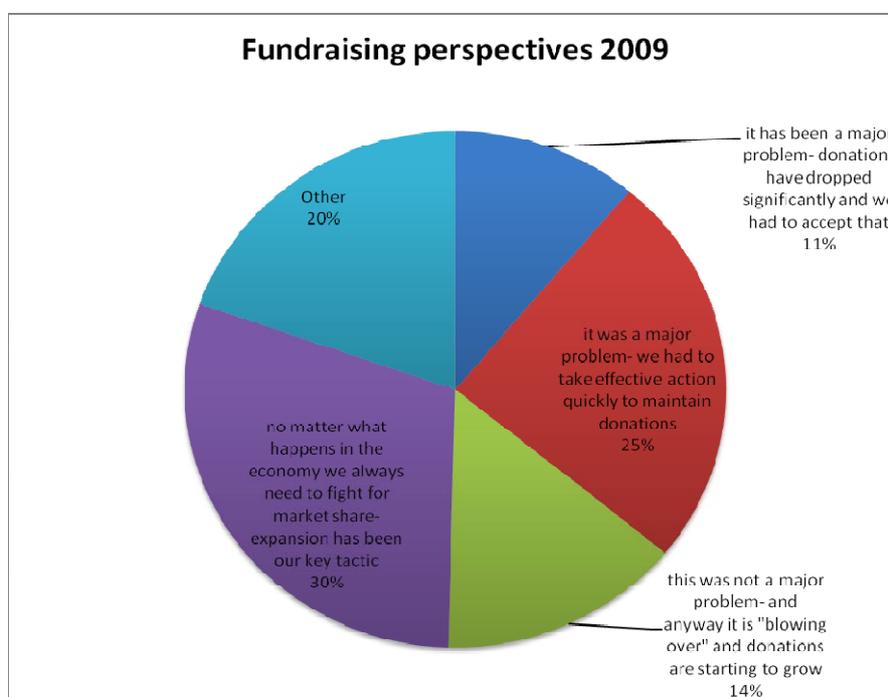


FUNDRAISERS' PERSPECTIVES

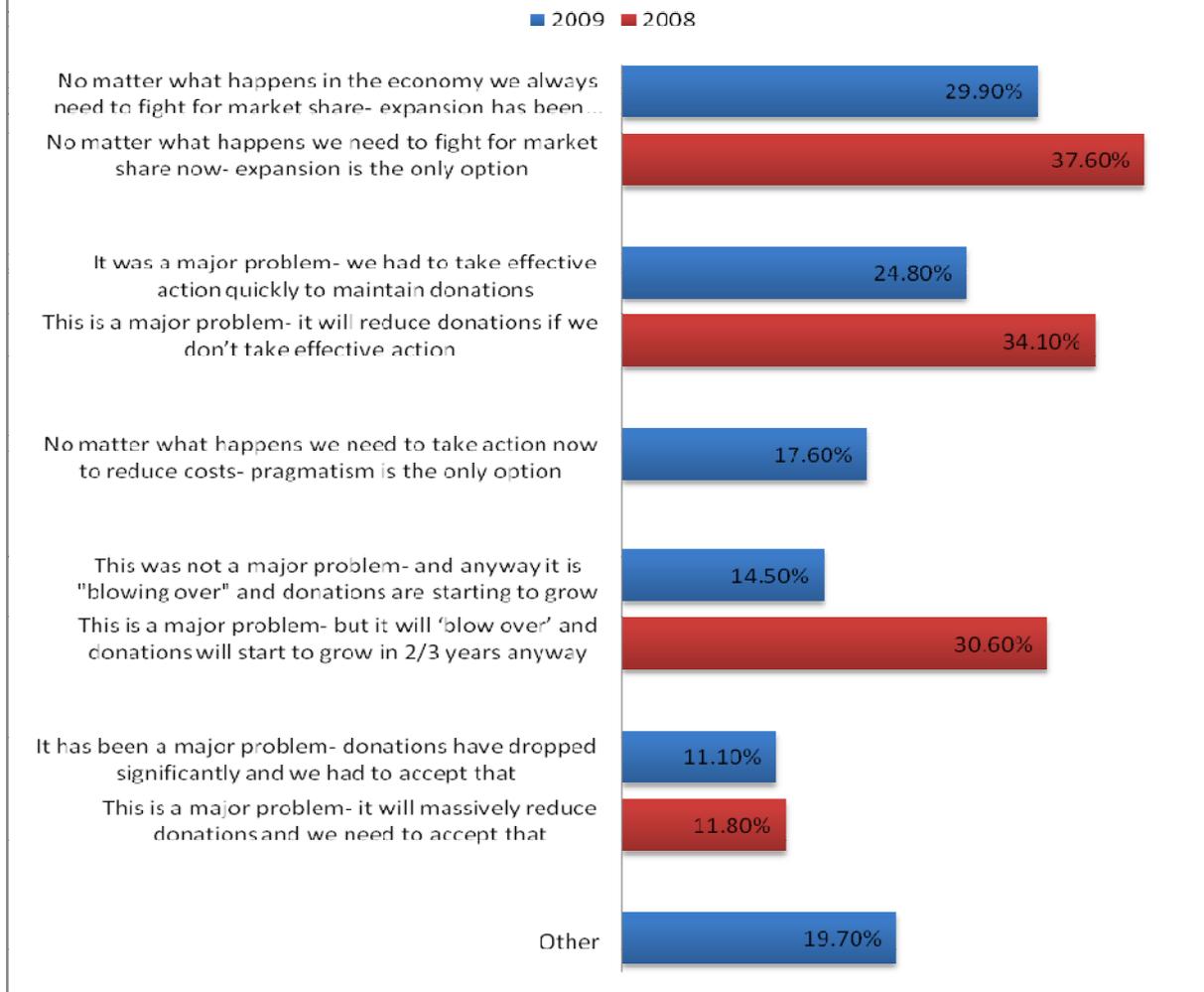
Respondents were asked for their perspective on the impact the crisis will have on fundraising:

Impact on Fundraising 2009	2009	Impact on Fundraising 2008	2008
No matter what happens in the economy we always need to fight for market share- expansion has been our key tactic	29.9%	No matter what happens we need to fight for market share now- expansion is the only option	37.6%
It was a major problem- we had to take effective action quickly to maintain donations	24.8%	This is a major problem- it will reduce donations if we don't take effective action	34.1%
		No matter what happens we need to take action now to reduce costs- pragmatism is the only option	17.6%
This was not a major problem- and anyway it is "blowing over" and donations are starting to grow	14.5%	This is a major problem- but it will 'blow over' and donations will start to grow in 2/3 years anyway	30.6%
It has been a major problem- donations have dropped significantly and we had to accept that	11.1%	This is a major problem- it will massively reduce donations and we need to accept that	11.8%
Other	19.7%		

The questions were changed from those of 2008 to reflect what has happened rather than what is likely to happen in the future.



Fundraising perspectives 2009 and 2008



- In 2008, 38% said “No matter what happens we need to fight for market share now- expansion is the only option”. Yet in 2009, 30% said “No matter what happens in the economy we always need to fight for market share- expansion has been our key tactic”
- In 2008, 34% said “This a major problem- it will reduce donations if we don’t take effective action”. Yet in 2009, 25% said “It was a major problem- we had to take effective action quickly to maintain donations”
- In 2008, 31% said “This is a major problem- but it will ‘blow over’ and donations will start to grow in 2/3 years anyway”. Yet in 2009, 14% said “This was not a major problem- and anyway it is "blowing over" and donations are starting to grow”
- In 2008, 12% said “This is a major problem- it will massively reduce donations and we need to accept that”. Similarly, in 2009, 11% said “It has been a major problem- donations have dropped significantly and we had to accept that”

- In 2009, 18% said “No matter what happens we need to take action now to reduce costs- pragmatism is the only option”. The 2008 survey did not ask this question
- 23 other views were provided by respondents (see below).

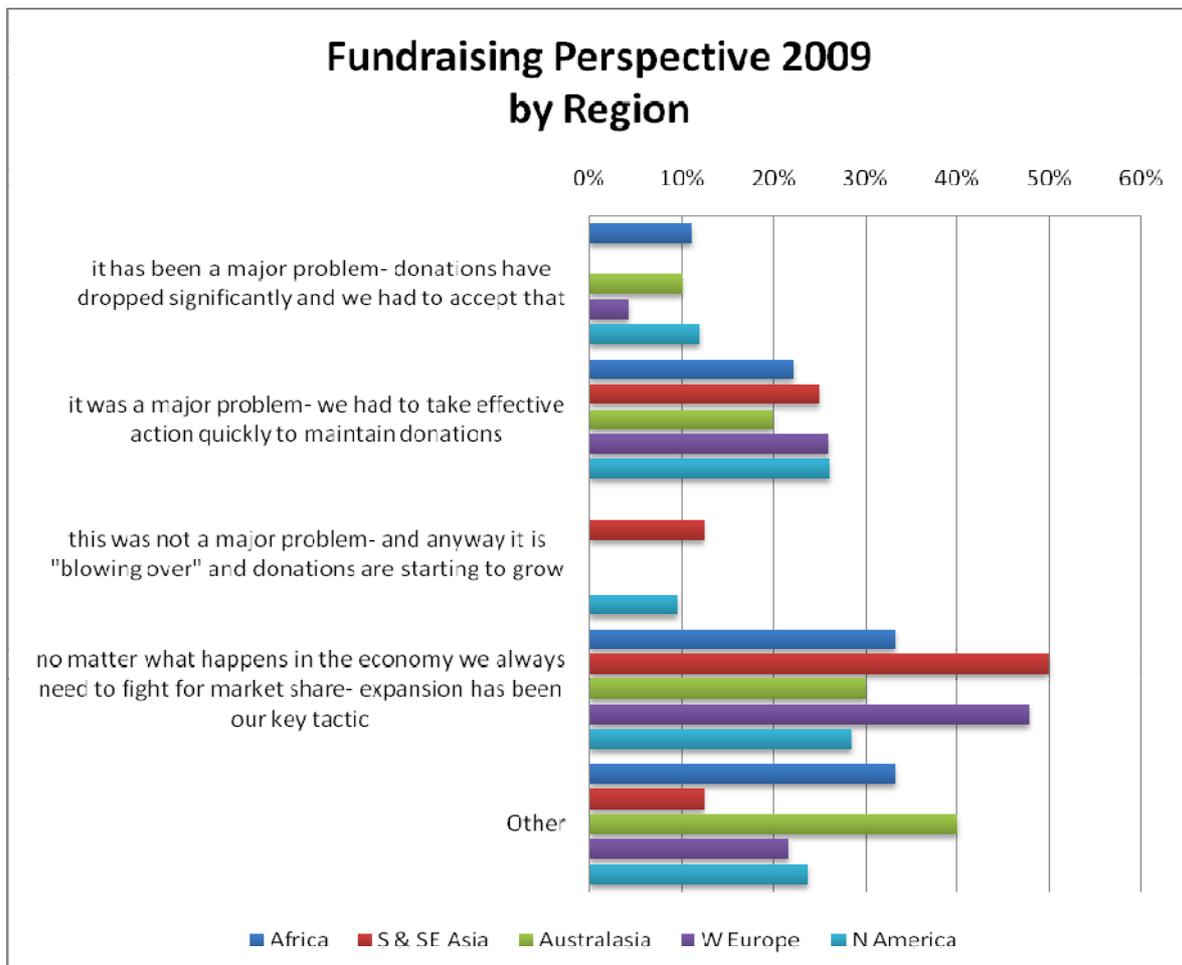
OTHER VIEWS PUT FORWARD

There were 23 other views expressed by the respondents:

- 11 said that it had been a problem and in some cases a major problem. Of these, 7 said their income had fallen, 3 said their income had actually risen and 2 said it stayed about the same
- 6 said it had not been a problem. 4 of these reported an increase in funding, 1 a slight decrease and 1 said it stayed about the same

See Appendix 1 for a complete list of responses to this question

FUNDRAISERS’ PERSPECTIVES BY REGION



- For Africa, the key approaches were to expand and continue to fight for market share and to take effective action to maintain donations

- For S and SE Asia, the key approaches were to expand and continue to fight for market share and to take effective action to maintain donations. But there were also some who considered that it had not been a major problem
- For Australasia, views are quite mixed with more opting for “Other” than any other category. There also, the key approaches were to expand and continue to fight for market share and to take effective action to maintain donations
- For Europe, the key approaches were to expand and continue to fight for market share and to take effective action to maintain donations
- For N America, the key approaches were to expand and continue to fight for market share and to take effective action to maintain donations. But there were also some who considered that it had not been a major problem
- Around 10% in Africa, Australasia and N America and 5% in W Europe said that it had been a major problem and that they had to accept that donations had dropped off

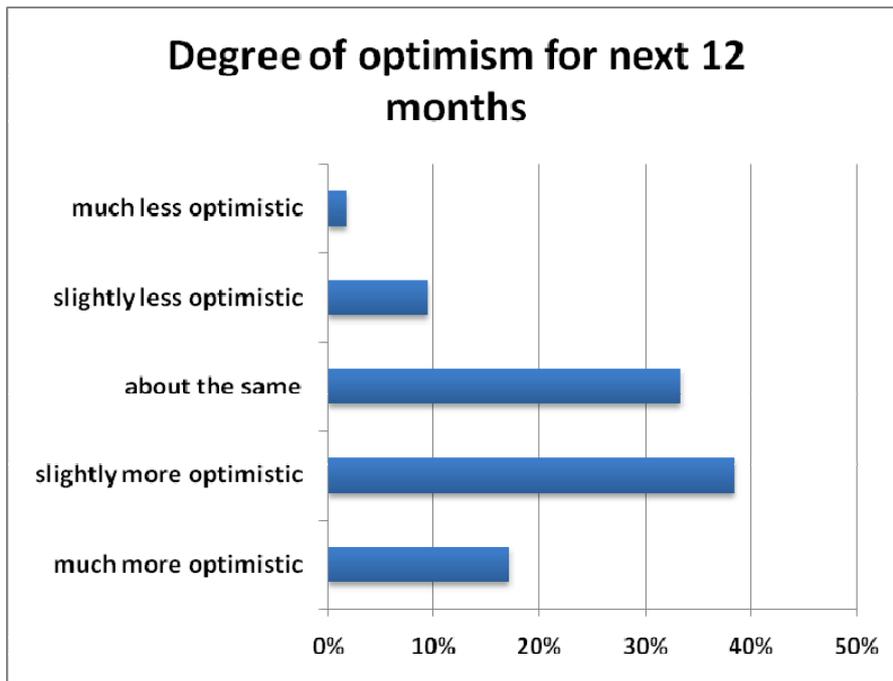
DEGREE OF OPTIMISM FOR NEXT 12 MONTHS

Respondents were asked:

Thinking about the next 12 months' fundraising, I feel:

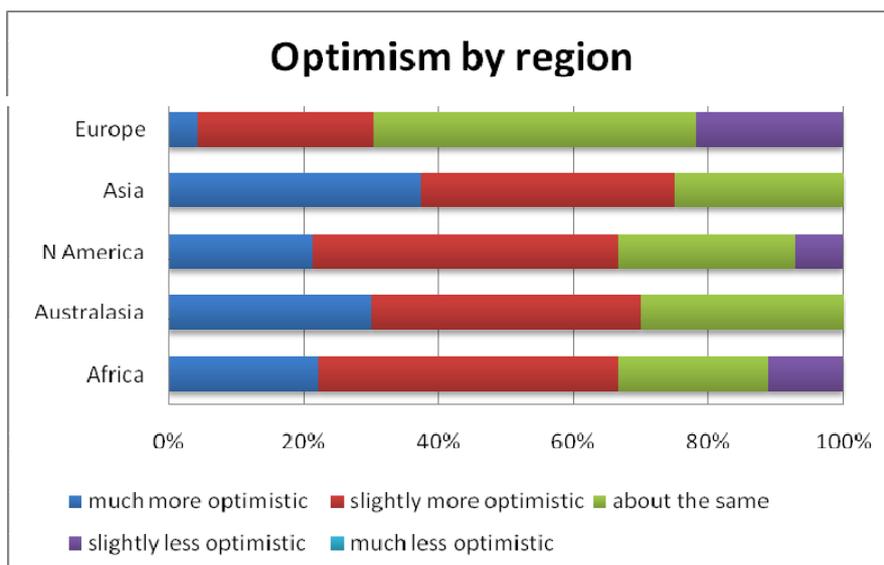
- much more optimistic
- slightly more optimistic
- about the same
- slightly less optimistic
- much less optimistic

	Response Percent
much more optimistic	17.1%
slightly more optimistic	38.5%
about the same	33.3%
slightly less optimistic	9.4%
much less optimistic	1.7%



- Only 11% are less optimistic for the next 12 months
- 56% are more optimistic
- 33% are about the same
- Interestingly, those who saw a drop in income (see next question) are on average no less optimistic than those who didn't

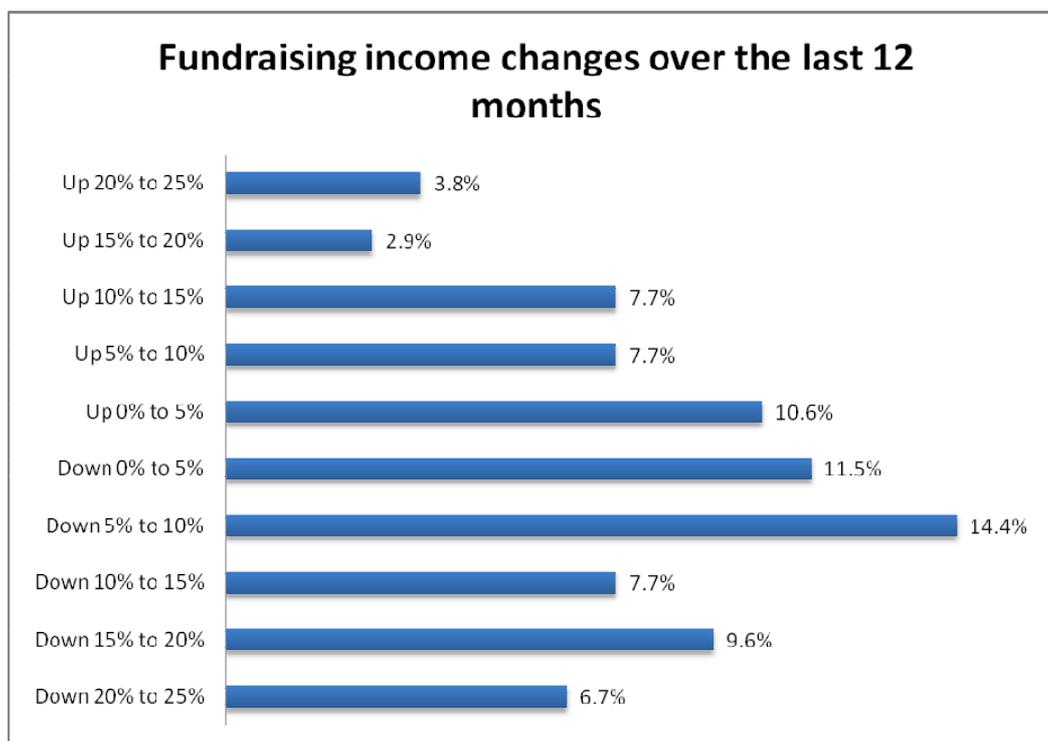
LEVELS OF OPTIMISM BY REGION



It seems that Asians and Australasians are the most optimistic and Europeans the least optimistic.

FUNDRAISING INCOME CHANGES OVER PAST 12 MONTHS

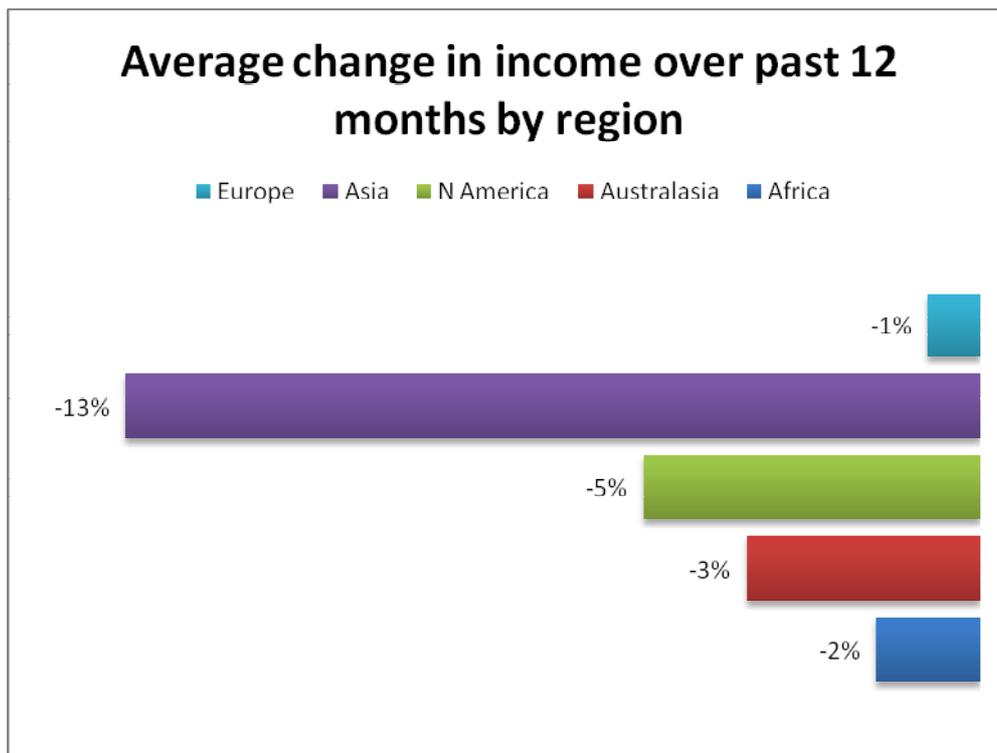
Change	Response Percent
Down 20% to 25%	6.7%
Down 15% to 20%	9.6%
Down 10% to 15%	7.7%
Down 5% to 10%	14.4%
Down 0% to 5%	11.5%
Up 0% to 5%	10.6%
Up 5% to 10%	7.7%
Up 10% to 15%	7.7%
Up 15% to 20%	2.9%
Up 20% to 25%	3.8%
Other	17.3%



Of those who reported a change

- on average they saw a drop in income of 3%
- 48% saw a decrease in income
- 35% saw an increase in income

INCOME CHANGE BY REGION



- Europe, Africa and Australasia saw only a small drop in income on average
- N America was larger at 5% drop
- Asia saw the biggest drop at 13%

OTHER RESPONSES

17 selected "Other" as a response:

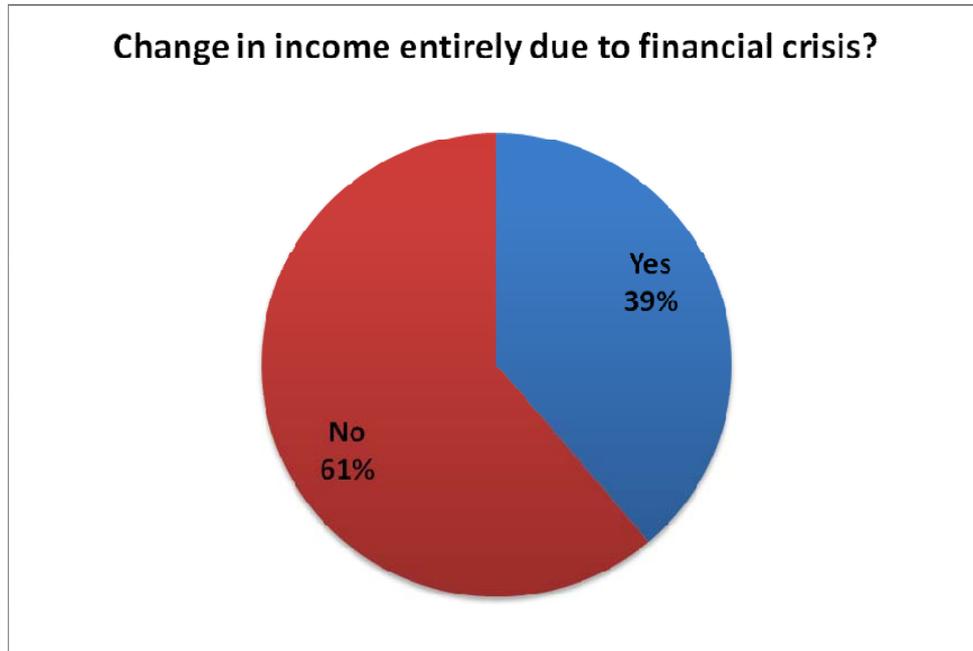
- 8 said the question was not applicable to them
- 5 said income went up, in 2 cases by 80%
- 2 saw a drop in income
- 2 said they saw no change

For responses in full, see Appendix 1

CAUSE OF CHANGE IN INCOME

Respondents were asked:

Was the change in income entirely due to the financial crisis?



- 61% said the change was not entirely due to the financial crisis
- However, 54% of those who saw a drop in income said it was entirely due to the financial crisis

OTHER CAUSES

Respondents were asked to explain what else has affected their income.

There were 67 responses to this question. Most were too diverse to group but there were multiple positive references to:

- Increasing investment and working harder to counteract anticipated income falls
- Finding new sources of income
- Major donors stepping in to boost income
- Innovation in fundraising to create new offerings

There were also multiple negative references to:

- Difficulties in recruiting good fundraisers
- Poor crisis leadership from other directors and the board
- Lack of effective strategy for dealing with the crisis

NEGATIVE IMPACT BY CAUSE

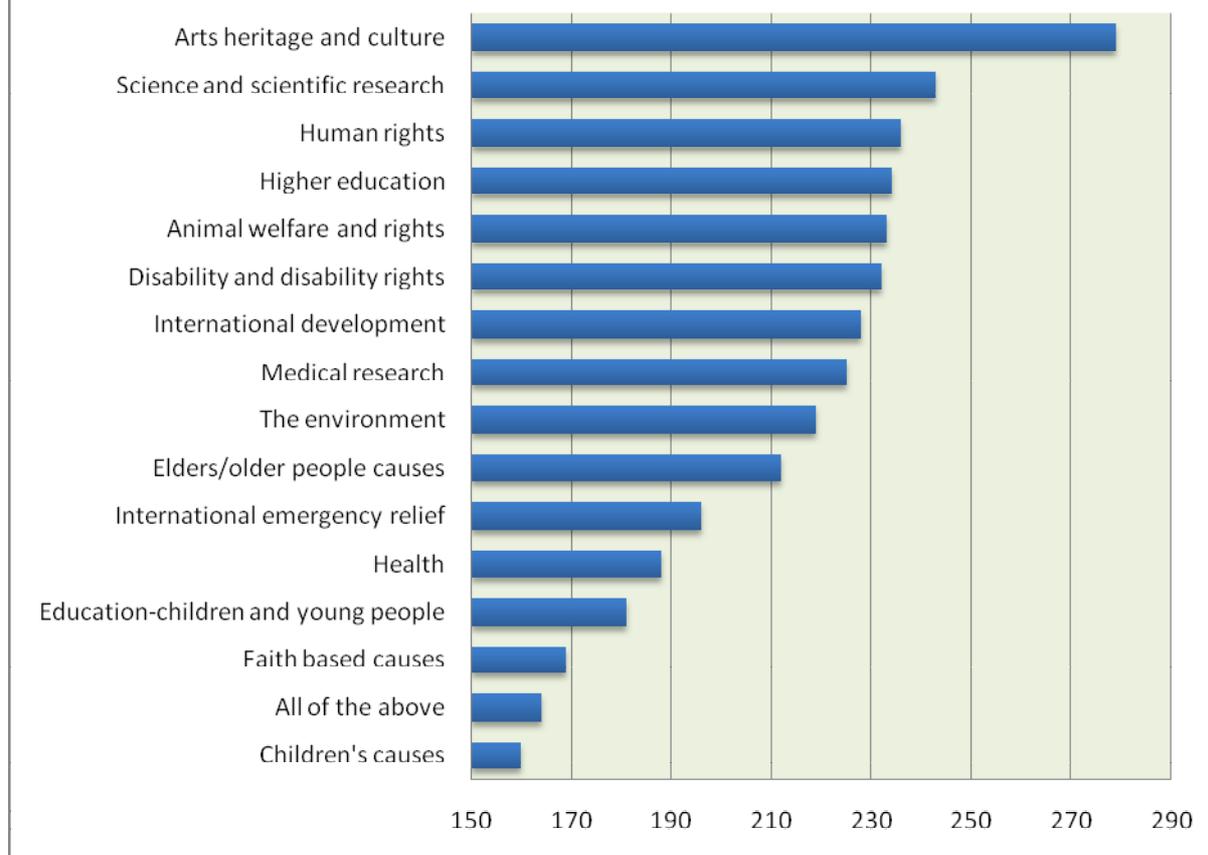
Respondents were asked:

Please select the level of negative impact you think the global financial crisis will have on fundgiving/donors for each of the following causes.

	1 (relatively low)	2 (noticeable)	3 (important)	4 (severe)	5 (extremely severe)
Science and scientific research	0	13	31	21	8
Arts heritage and culture	3	4	18	26	22
Higher education	3	16	22	22	9
Human rights	4	12	34	19	6
Disability and disability rights	5	12	35	17	6
International development	5	15	27	23	4
The environment	5	16	34	14	3
Medical research	6	11	34	20	3
Animal welfare and rights	7	11	20	26	8
Elders/older people causes	8	13	36	10	6
Health	8	26	26	10	2
Education-children and young people	13	32	22	7	2
International emergency relief	17	18	20	17	3
Faith based causes	20	23	22	8	1
Children's causes	23	27	19	4	2
All of the above	1	12	35	6	2

In order to make the above figures more meaningful, the chart below shows weighted results so that each level of severity has a multiplier reflecting its importance.

Level of impact - weighted response



WORST AFFECTED CAUSES

- Overall, the 3 causes chosen as most likely to have a severe negative impact from the global financial crisis were Arts heritage and culture, Science and scientific research and Human rights
- All regions agreed that the cause likely to have the most severe negative impact was Arts heritage and culture
- 3 regions (Africa, S & SE Asia and N America) included Animal welfare and rights in their 3 worst affected causes
- 3 regions (W Europe, S & SE Asia and Australasia) included Science and scientific research in their 3 worst affected causes
- 2 regions (W Europe and Australasia) included Higher education in their 3 worst affected causes
- 2 regions (Africa and N America) included Science and scientific research in their 3 worst affected causes

LEAST AFFECTED CAUSES

- Overall, the 3 causes chosen as least likely to have a severe negative impact from the global financial crisis were Children's causes, Faith based causes and Education – children and young people
- All regions agreed that Children's causes were among the 3 least likely to have a severe negative impact from the global financial crisis

- 3 regions included Faith based causes in their 3 least affected causes
- 3 regions included Education-children and young people in their 3 least affected causes
- 2 regions included International emergency relief in their 3 least affected causes
- 1 region included Health in their 3 least affected causes
- 1 region included International development in their 3 least affected causes

OTHER CAUSES AFFECTED

10 respondents completed the question on other causes affected. However, 7 of these were miscellaneous comments and only 3 referred to causes. These were:

- Gender
- Housing
- Social services and community development

For detailed responses, see Appendix 1.

IDEAS ON WHAT FUNDRAISERS SHOULD DO

Respondents were asked:

Please enter below what you think fundraisers should do about the economic situation or what your organisation is doing. Be as practical- move over to more low cost e-communication with donors- or as strategic- set up a group to develop various scenarios on what the impact of different income drops would be- as you want. We especially welcome examples of what you have done but are also happy to hear ideas on what you think should be done.

76 people responded to this question but many listed multiple ideas and suggestions.

- There were 52 suggestions for various fundraising approaches, including:
 - 10 references to e-comms and social media – eg, *low cost e-comms is the way to go*
 - 9 references to corporate fundraising – eg, *for corporate fundraising, use the crisis*
 - 7 references to major donor/individual giving – eg *focus energies on growing major gifts*
 - 6 references to monthly/regular giving – eg, *invest in sustainable monthly donors*
 - 3 references to legacies – eg, *pursue bequests. Most of us are worth more dead than alive*
- There were 50 suggestions for staying close to donors and how best to do this – eg *don't ask donors for money but involve them more and explain more what you are doing and why*

- There were 21 suggestions for cost reduction in various forms from pay freezes to applying low cost fundraising methods and increasing efficiency – eg, *implement more rigorous return on expenses and efforts*
- There were 15 suggestions for trying harder, doing more and maintaining investment – eg *invest when others are cutting budgets*
- There were 15 suggestions for doing research and analyzing feedback to get to know the donors better – eg *build donor knowledge bases across touchpoints/programmes*
- There were 10 suggestions for diversifying and improving communication with donors – eg *ensure all communications are client focused and relate to how people are suffering because of the downturn*
- There were 7 suggestions for working closer with similar organizations to try to achieve efficiency savings or improve fundraising effectiveness – eg *it is crucial that charities start sharing information and engaging in proper benchmarking*
- There were 9 suggestions for innovation – eg *be creative and experiment (singing in train station)*
- There were 5 suggestions for maintaining or increasing fundraiser recruitment – eg *don't stop recruiting*
- There were a further 81 suggestions too diverse to categorise

All the responses to this question can be found in full in Appendix 1.

APPENDIX 1 – DETAILED RESPONSES TO OPEN QUESTIONS

OTHER FUNDRAISING PERSPECTIVES

There were 23 other views expressed by the respondents:

11 said that it had been a problem and in some cases a major problem. Of these, 7 said their income had fallen, 2 said their income had actually risen and 2 said it stayed about the same

6 said it had not been a problem. 4 of these reported an increase in funding, 1 a slight decrease and 1 said it stayed about the same

The following list of views has not yet been grouped or edited:

1. It was a major problem - we responded quickly to maintain donations. We were successful across a number of budget lines (e.g. individuals), though not all (e.g. corporate, major donor).
2. The crisis has negative as well as positive impact on fundraising and the non-profit sector. Some income source increase others decrease. The most important is to stay focused and not to panic because of others panic.
3. We saw impacts in our gifts below \$5k, and from foundations whose endowment took a significant hit in the financial downturn. We had some major donors who had to step back a bit, but others who compensated for that. Planned giving inquiries were down. All in all we saw a modest dip in revenue, but were among the fortunate. We anticipate that the impacts on foundations is the place where we will continue to see the impacts moving forward.
4. This was not a major problem, but it is not yet blowing over. It has required significant readjustment in fundraising techniques, such as fewer galas, and more patience as corporate and major donors re-evaluate their ability to give.
5. Face to face monthly donor acquisition is holding, attrition is higher due to higher number of failed first pledges
6. In the field of end-of-life care we saw little reduction in donations over these past 12 months - actually in most areas there was a slight increase
7. It has been a problem for certain types of fundraising (e.g. events, regular giving)
8. We need to professionalise Fundraising in India to optimise-more training-more investment-more understanding of Fundraising
9. By making slight changes and offering more touch points results have been on par and in some cases improved
10. This was not a major problem, donations have decreased but not drastically. For 2010 acquisition is a major goal.
11. It was not a major problem. In general people gave less but more people gave resulting in the giving level remaining pretty much the same or slightly higher.
12. Fear has been the biggest problem. Many charities have missed opportunities because many senior staff at charities have simply decided to do the minimum.

13. It has not impacted our fundraising which is constantly growing , both from individuals and corporation/trusts
14. From my perspective, the economy has been a mixed bag. We have seen a decrease in contributions overall (both individual and corporate). However, we have seen an increase in constituent engagement, which ultimately will bring more individual donors to the table as we rebuild relationships.
15. Fundraising in South Africa since 1995 meant huge changes in the global perspective of South Africa.

Development was consider an issue as a result funds flew into the country from International donors etc. Corporate South Africa only developed to where it is today as a strategy linked to shareholders.

CSI needs to use its expertise of all stakeholders to achieve synergy and where appropriate enable skills transfers to augment the rand. The role of CSI needs to further link to the socio-economic objectives to serve to transform that investment into a sustainable future.

The economic crisis has hit SA due to the stringent objectives of our Reserve banks. However, it really is obvious that many companies are taking advantage of the economic slow down by slashing budgets. Only 400 000 people pay taxes in SA this has put a huge burdern on the middle class work force to support the rest of the country.

Africa is being compromised and exploited by the rest of the first world from farming to export. This has a ripple effect on the content. Unemployment, health, HIV/AIDS pandemic will see more people in Africa dying due to budget cuts from the EU etc. The critical skills shortage will futher affect the financial status of Africa.

Perceptions vs reality - the real test would be for Africa to work hard at gaining their own niche in the global economy this way any crisis that hits the EU and the Americas will "blow over" this continent. To develop and replicate partnerships within Africa would go a long way towards a sustainable continent.

16. It was major problem, had to act and it was difficult to know exactly what would work best
17. Have needed to work smarter aned be more innovative.
18. It has been a major problem but we were fortunate to almost make our goal and actually have an increase overall
19. There was no observable problem until April 2009 - one month after the first quarter results came out in 2009.
20. It was a challenge, but effective fundraising programs made necessary adjustments and many if not most did just fine.
21. major problem - donations dropped, luckily from very generous level - effective action taken - believe it will blow over
22. corporate funding was difficult and often cancelled or delayed;

individuals were postponing decisions, and/or delaying their pledge payments or spreading them out over longer periods of time.

23. It was (is) tough. Especially with corporates and trusts. However, I saw that good donor care and thoughtful tactics were more powerful in lifting income for charities new to donor care.
24. Local and International charities in Argentina found that the world crisis was less strong compared to the 2001 national crisis. Most of them managed to maintain their income, and even increase. All of them recognised that it has been bigger effort to achieve their targets but donors replied positively.

OTHER VIEWS ON FUNDRAISING CHANGES OVER THE PAST 12 MONTHS

18 selected "Other" as a response. 7 said the question was not applicable to them.

Of the rest,

5 reported increases:

1. Up 80%
2. Up 80%
3. Up 5-10%
4. Up between 30-45% (specifically related to income from direct marketing across a range of charities)
5. For our Spanish clients, major NGOs they are still seeing very strong growth in income

4 reported losses:

1. MSF in South Africa developed its fundraising activities through an emergency campaign so the income has dropped more than 25% as there is no emergency in the country this year
2. Our capacity to fund declined by
3. We don't do fund-raising and derive income from investment only. The asset value has gone down by about 30% on book value but mainly an unrealised loss.
4. Our income derives from other sources and is down by between 2 and 50% depending on the area

2 reported no change:

1. About same
2. No Change

OTHER CAUSES

Respondents were asked to explain what else has affected their income.

There were 67 responses to this question. Most were too diverse to group but there were multiple positive references to:

- Increasing investment and working harder to counteract anticipated income falls
- Finding new sources of income

- Major donors stepping in to boost income
- Innovation in fundraising to create new offerings

There were also multiple negative references to:

- Difficulties in recruiting good fundraisers
- Poor crisis leadership from other directors and the board
- Lack of effective strategy for dealing with the crisis

RESPONSES IN FULL

1. Solid and systematic team work within the ngo.
2. Unexpected major donor"
3. Its due to smart investment and marketing strategies
4. Income has increased due to continued success in winning contracts
5. See above
6. Lack of investment braveness at board level.
7. Down sizing fundraising efforts.
8. More and more nonprofits starting fundraising in the same markets."
9. We've worked much harder at producing stronger fundraising campaigns
10. time-related factors concerning fund raising for myself
11. We still do not have final figures what % we had to go down. We do our final gifting end year. Not more the 30%. And probably less.
12. We solicited municipal governments in our region and were successful in raising funds from that level - we hadn't done this before it had been an untapped market.
13. Only commenced with project in January 09
14. A major partnership was already underway. In any case, we have experienced significant delays in the resources flow.
15. organization is preparing a campaign, and we are taking more action than before, therefore seeing more income
16. Revenue increased
17. census in hospice care dictates much of the change
18. declining Annual campaigns results through DM, tightening and consolidation of corporate CSR decisioning, not responding fast enough to changing Canadian population, as well as the financial crisis that is delaying decisioning and consolidating causes.
19. Mostly in Corporate Fundraising and the reason is Lack of Fundraisers

20. Donations
21. We've had to work differently and harder - but we're on target to meet our ambitious goals for the year.
22. Offering more ways for Joe Public to make a donation
23. it has grown despite the crisis
24. Some charities are recession positive - the crisis has helped (homelessness and development charities in particular). Others haven't really had that much of a down turn on appeals.
25. as above
26. Mature products
27. dependent on demand for funds
28. We are a relatively new charity and undergoing aggressive growth
29. It is due to financial crisis and loss of personal (not directly related to the financial crisis).
30. I believe this is a direct result, not of the economy, but rather of our lack of effective fundraising tactics (i.e. I have no training on our database software, thus direct mailings and other asks are compromised).
31. Our income went up. Average gift increased, number of donors went down.
32. map built a new headquarters and didn't develop a capital campaign--that hurt.
33. The change is largely due to two exceptional gifts (one record legacy and one record corporate partnership). Overall we have experienced strong underlying growth due mainly to increased investment in regular giving
34. "In SA there are more strikes from doctors, for housing for pay for jobs. Delivery of service by government is coming under hard scrutiny from the people of SA> Its time to deliver and to do.
35. Until we have delivery from government and that government acknowledges NPO's and the important work they do it will be a constant fight and battle."
36. Fundraising strategy and investments
37. Yes mostly but little real fundraising expertise also contributes
38. Good strategy
39. Still in build up phase
40. Changes in strategy for direct marketing and direct dialogue; changes in banking processes for credit card authorisations; changes in organisational program
41. In a major recent public survey only 2% of Spanish public say they will give less and 2% say will give more due to crisis the rest will stay the same

42. Slightly up due to being more innovative
43. Those organisations that have continued to invest have done significantly better than those who have retrenched their fundraising programmes
44. Staff/Management changes
45. No data to justify but it cannot be all 'someone else's fault'
46. Some channels also impacted by some longer term downward trends (e.g. Direct Mail)
47. we had DM timing issues. 2008 was our 100 year anniversary and we therefore had special FR activities
48. I don't think the recession was a factor because we practice donor focused relationship fundraising
49. Lack of focus. Lack of leadership. Lack of strategic plan, priorities identified and development plan in place.
50. Identified new donors and sources of funding
51. Changes in the structure of the organization.
52. No the financial situation has played a big role but the Arts is not well supported in S.A. and the organisation does not have many existing donors
53. It is not due to financial crisis, we are an emerging development shop. Increase in our revenue is because of initial exposure.
54. we are in the quiet phase of a campaign, so more direct appeals and strategies
55. Strategy of expansion has helped counter drop in private contributions
56. fundraising model, the retention of donors
57. We have used this as an opportunity. We explain the impact of the recession on the the community, and that it would have a more significant impact on their life
58. Indian NGOs are getting more than 80% of their resources from Indian Government and part from Funders overseas. The impact of Funders overseas may take a little time to have an impact but there is an increase in Government allocation for the sector and this more than offsets.
59. We are still experiencing overall gross income growth but the average monthly gift through our face-to-face program has decreased by 10% and the cancellation rate for the overall database has slightly increased.
60. As a result an addition of a significant donor
61. dear friends Not only financial crisis it will leads to go down the healthy relationship, manual support from foreign donor friends.
62. Donor had already pledged and there was no change in their pledge.
63. Cases of corruption has also contributed to donors lack of faith in NGOs

64. We need more funding agencies to be aware and committed to our projects in our province, Palawan, Philippines aside from the financial crisis.
65. The major reason of fund raising changed down by about 20% due to numbers of projects are closing as per contract agreement with donor. However, foreseeing any new project is less comparing with previous experiences which probably is because of financial recession globally. Other reason is that INGO who raise money in developed country has reduced their funding commitment for different on going projects.
66. Financial crisis + inflation

OTHER CAUSES AFFECTED

10 respondents completed the question on other causes affected. However, 7 of these were miscellaneous comments and only 3 referred to causes. These were:

- Gender
- Housing
- Social services and community development

DETAILED RESPONSES

1. Gender
2. I really do not know. As a funder we did not receive any new proposals for the first time in years, this year. Our concern was less which field the funding was in, but rather if the nonprofit was providing a critical and valuable service. If so we tried to help the as best we could and gave priority to organizations that we believe in that were hit badly by the crisis.
3. I don't believe the economic impact is totally due to the economy - I believe much of the shifts in support for one cause over another is generational in nature, rather than totally about available dollars.
4. Housing
5. Social Services and Community Development
6. The key determinant of income is probably fundraising strategy and size of organisation rather than cause. Those wholly reliant on trusts, corporates or even legacies may struggle more than those with a diverse fundraising portfolio.
7. What is missing is something I see a lot of in the US and is not so common in Europe for example. Food Banks. There is a huge push for support either financial or in-kind to Food Banks to provide local people with a way to get the food they need to survive.

Plus the fall in local government income has been extreme (from sales, income and property tax that we are being solicited to donate to help keep teachers on the payroll in our local schools).

8. It's not the issue/cause but the strategies to overcome the issues that are key to survival/growth. In other words, the ability to overcome the issues comes from within the organisation and the strategies it develops. Where there are organisations still growing in this climate, it suggests that there are ways of overcoming adversity.
9. sponsorships too are down as marketing budgets are reduced
10. Planned giving will do well; people cannot put off planning their estate

IDEAS ON WHAT FUNDRAISERS SHOULD DO

Respondents were asked:

Please enter below what you think fundraisers should do about the economic situation or what your organisation is doing. Be as practical- move over to more low cost e-communication with donors- or as strategic- set up a group to develop various scenarios on what the impact of different income drops would be- as you want. We especially welcome examples of what you have done but are also happy to hear ideas on what you think should be done.

Most respondents were happy to spend time reflecting on this question with many listing multiple ideas and suggestions.

76 people responded to this question but many listed multiple ideas and suggestions.

- Stay close to donors. Work with them to explain the situation but don't pressure them if they are not able to give straight away. Diversify and improve communication with donors (60 suggestions)
- Apply a variety of fundraising approaches and find ways to use social media, such as facebook (52)
- Try harder, do more and maintain investment (12)
- Reduce costs through a range of measures from applying low cost fundraising methods to applying a pay freeze (21)
- Get to know donors and their needs better by improving research and databases. Make sure feedback is sought and treated seriously (15)
- Work closely with similar organizations to try to achieve efficiency savings or improve fundraising effectiveness (7)
- Innovate, be creative and experiment in fundraising (9)
- Don't stop fundraiser recruitment (5)
- There were a further 81 suggestions too diverse to categorise

The responses in full are below.

- ASK ASK ASK. Don't shy away and go for it ! Is is proving to be the way to go. Every special event held this year has sold out and done better than last year. Board participation has been unusually high and this is making the difference. Fearing less income they have participated more with good results.

Stay close to donors, bring them close to your work.

Donors have plans to give less but if motivated they give all the same and at the same level.

We are being as creative as possible and experimenting with new events and new ways of raising awareness. Eg: singing in train station," massive freeze" in Grand Central Station.

- Invest when others are cutting the budgets
Recruit the best lot with lower salaries
- Low cost methods like Tele-facing (mix of telephone and Face to Face), Email, Limited Direct Mail.
- Spending more time on key core donors and relationships
Dropping the 'dead dogs' - looking carefully at 'problem children'
Investing in impact reporting
Launching a campaign
Improving efficiency
Bringing forward new strategic planning process
Involving trustees
- Back to basics. Fundraisers should focus on doing what they know they should be doing, and do it well, particularly in donor care and development.
Pro-active accountability.
Much better feedback, particularly on what donations are achieving.
Clearer offer/ add meaning and fulfilment.
Develop a creative strategy for saying thank you.
- research research research - Its a great time to get to know your existing supporters. Network with them and ask them to introduce you to others.
 - * We've gone back to basics: focusing our message on the impact modest donations can have.
 - * We're phoning *everyone* to thank them for their support (retention rates are steady).
 - * We're phoning *everyone who used to support us* to see if they could join us again (reactivation rates are up, significantly)
 - * We're taking a 18-24 month view: who do we want supporting us in 2011 that we can get to know now.
- I think the NGOS, who have similar kind of scope should get together and do a peer-review between them to have a bigger picture of what is going on in the market. For instance we would like to have it in South Africa with GP, Red Cross, SOS/. This will help us to create a baseline in the country and use it for future crisis.
- Focus more on qualitative relations with existing donors (cultivation, stewardship).
Not only ask for money, but involve them more and explain more why en what you are doing.
Put the vision back in the centre. Keep links to it in every communication.
Be more self critical on cost effectiveness of fundraising activities.
Do outsourcing or share back office support with other organisations.
Get more specialised in used fundraising techniques.
Invest more in training and best practice exchange of professionals and volunteers.
- What has worked very well for us is:
 - highly personalised direct mail which warmly recognises donors' previous support and makes a clear and compelling ask.
 - we've successfully used the threat of the impact of the recession (and likely govt cutbacks) to substantially increase income from individual donors.

– we've continued to recruit cash and direct debit donors using cold mail, newspaper inserts and targeted door drops - often more successfully than before. Some of the techniques have involved using restricted funding asks and old staples like longer letters, and packs that look more 'personal'

We intend to:

– spend far more time and effort on data analysis so that we can focus properly on the most valuable sections of our databases and invest most time and energy there.

The most important things fundraisers need to do are:

– DON'T GIVE UP

– don't be afraid to ask for more generous gifts than ever before

– treat donors with the respect and care they deserve

It's also crucial that charities start sharing information and engaging in proper benchmarking (something that's been sorely missing in Ireland)

- Be more "creative" with ideas and do more "research" on grants that are available. While time-consuming, applying for grants pays off in the end and gets your name and cause out there
- What we encourage nonprofits to do: Many people recommend mergers, I think that can be risky and the legal situation in Israel makes it prohibitive.
Definitely sharing back office staff, accountants, and other overhead services is useful. More collaborations.
The organizations I am on the board of we are recommending that they diversify their funding pool and reach out to a wider circle of funders, using new internet technology to expand their donor base. Being very careful not to lose old loyal donors.
- we have agreed that this is the year to concentrate on cultivation of our major donors - keep them close and informed and wait till the economy turns around before we ask them. By the same token we're focusing more effort on direct mail, tribute giving, and e giving - smaller amounts that will add up.
- As a voluntary paramedic organisation operating in a high income bracket of individual environment/community we are offering free emergency medical workshop opportunities to the residents and employees, up market restaurants and hotels in the seaside areas where 2010 will have an impact. Government emergency services will be stretched and we depend on local support from businesses and resident home owners.
Low cost e-communication is the way to go with regular awareness campaigns - these we are working on as the human being has a very short memory. At least a few regular quarterly reminders of the project, its successes and outcomes is spelt out.
We have identified the need !
It never stops but always gets better !!!!
- We need to explore different approaches, when ppl is struggling to maintain their income, we need to be very thoughtful as to how we address them when we want them to share it with us.
Also, prepare and be willing to negotiate delays in the transference of funds (a delay is preferable to a reduction in the amount of agreed contributions...)
- Need to remain connected to donors, those who continue to give and those that had to step back. Recognize their past investment and keep them connected to your organization for when they are able to support groups once again.
- We have made every effort to have more personal contact with our donors in the past year, increasing the number of personal meetings and doing more follow up phone calls to encourage people to attend events and educational programs.

- More direct mail. Proven results.
 2. More monthly giving. Best long term investment
 3. Events must switch away from conspicuous over-consumption.
 4. Patiently remind major individual donors, corporations, foundations/trusts, and government about your case for support and your excellent track-record. Cultivate them for the time when they are feeling more able to give again.

- Here's what I tell my clients:
 1. Own your numbers: Be honest about your financial picture with board, staff and donors. Improve your efficiency and stay on top of morale. Evaluate the effectiveness of your programs. Base decisions on the net income a fundraising program generates as well as the ROI. Reduce costs by outsourcing services and/or sharing resources.
 2. Don't cut your donor acquisition budget. Corporations understand that a recession is not the time to cut their marketing budget. Invest everyone on the essential role that fundraising plays in your organization.
 3. Diversification is key. In the extreme cases where non profits have closed their doors the story is almost always the same: the organization was existing on a single revenue source such as foundation or government grants.
 4. Invest in sustainable Monthly Donors. The recession hasn't impacted a charity's ability to acquire new monthly donors.
 5. If you haven't done so already, start a Bequest Program and be sure to market it properly. Non profits that invested in legacy giving during the last recession are generally better off.
 6. Don't lose contact with your Major Gift Donors, Corporate Donors, Foundations and Government Agencies. Co-create a long term plan with them. Accept that they may be reducing their funding this year, might not be able to honour multi-year commitments, and in some cases may not be able to contribute anything at all. Don't fall off their radar for the future.
 7. Be open to all channels. Donors are becoming harder to reach. Move beyond your annual direct mail piece. Consider street fundraising or door-to-door, they work. Explore some of the emerging technologies. See where other organizations are having success – don't assume your organization can't also benefit from these channels. Pick up the phone: call your single givers and convert them to monthly donors, and upgrade your monthly donors by asking for a few dollars more.
 8. Know your donors. Clean up and analyse your database. Keep excellent records. Use your data to make strategic decisions. Target those donors who will provide the biggest return.
 9. Treat your donors with exceptional care. Don't ignore them. Thank all your donors consistently and often. A hand written note delivered within days of receiving their gift is better than waiting weeks for a complete welcome package. Tailor your communications to various donor segments. Mail may work better for your older donors but try texting or emailing your younger donors. Deal with complaints or inquiries quickly and honestly. Don't be late with your tax receipts!
 10. Be proactive with your lapsed donors. The faster you contact lapsed monthly donors the better chance you have of reactivating them. Choose the appropriate channel - don't mail donors acquired via face-to-face. Proactively contact your monthly donors whose credit cards are about to expire. Persuade donors who want to cancel their monthly gift to consider giving a lower amount.

- I really believe that networking and relationships are key core fundamentals. I also believe that nurturing and stewarding the existing donors is imperative to success. Creating a development team with staff, volunteers and Board Members would be extremely helpful. Keep positive throughout and keep educated and well versed in fund development.

- stay in contact with donors via e-mail and face to face...plus the old fashioned letter seems to be appreciated. Listen to them - don't do so much talking.

Suggest planned gift for the future, rather than right now

Invite donors to join an advisory board to look long term at where funding will need to happen for programs to continue.

Small parties in private homes to target particular individuals for your "cause" or case study. Ask for their input on how to help

- Not for profits should continue to invest in the development of their staff and resources - including knowledge.
I believe that major gifts will continue to be the most significant source of the funding that will make significant differences to individual programmes. Not for profits should develop a major gift fundraising culture.
E-giving, Web 3.0 based applications and social networks will grow as a mechanism for fundraising - joining (and possibly displacing) traditional methods such as street, door-to-door, direct mail and telephone.
Corporate partnerships will re-establish after the GCR but will offer more in terms of non-cash resources than direct income.
- Some specific changes that have been made
Adding e-communication as an integrated strategy to reduce average cost per donor
Looking at customer centric strategies , building donor knowledge bases across touchpoints/programs implemented more rigorous return on expenses and efforts
reduced number and elaborate nature of events
- Fundraising is NOT a profession and most of it is adhoc.
 2. We have tried a bottom up approach to impart Fundraising Capacity Building and this has not been very successful.
 3. Most NGOs cannot afford a Fundraiser and the costs associated with this. Only a small fraction of 1% of the NGOs have a fundraiser.
 4. It is not easy to raise money for capacity building
 5. INGOs have not played their part in Building this capacity
 6. I have made a concerted effort to involve some Funders to support their partners in such capacity building but is a drop in the ocean.
 7. Only once basics are known or Fundraisers created can we expect them to apply their knowledge and be creative etc
 8. There is still a great scope of CSR and PPP
 9. Capacity building need of the hour-Have to thin of setting up a Fundraising Academy with good visibility etc.
 10. There is NO dearth of money in INDIA
- Stay focused on best practices, connecting with donors, being sure the "case" is valid and strong.
- Be even more transparent and up front with donors to let them know what the consequences could be if donations drop.
- Talk to people.
It's really that simple. Get your fundraisers out of the office and in front of donors to tell your story and ask for help. That can be in the form of asking for advice, feedback, opening doors to new companies and/or individuals who might be helpful.
Calling and meeting donors has been very impactful for us. Every meeting we have results in another move forward, another engaged individual and often in more and/or higher donations.
Take advantage of social media as a "cultivation tool" (not a direct response tool). People hear about you, talk about you and spread the word and this helps all your fundraising efforts.

Don't think 9 - 5. People don't stop giving at 5pm. Get out there and talk to people at all hours of the day. Be flexible in how you manage people. Let them work when they work best.

Identify corporations who have an interest in your constituents and speak to them of the value you have to offer. They're looking for new and interesting ways to engage customers, we have much to offer, but we go to them "hat in hand" rather than as a value proposition.

We need to recognize that we have enormous value to offer and we need to "communicate/sell that value" in a language they understand.

- What we have done: Extended the campaign deadline. Decided not to stop asking, in spite of some pressure from volunteers to suspend the capital campaign in deference to the financial pressures on potential donors. Agreed to increase the number of face-to-face presentations to prospects -- in effect, to work harder to achieve the same goal. While containing expenditures as much as possible, we are increasing our focus on enhancing the existing relationships with current donors.
- Don't reduce, with other charities reducing their fundraising it give more opportunities for those in the marketplace to grow. But be smart with what you do. target and make it as easy as possible to give and receive a donation
- Encourage a more comprehensive understanding of philanthropy
- Tightened all cost centres
Aim of changing to electronic communications
Overall review of budgets and donor comms in order to increase return
- Have the courage to set a bold vision that will excite people.
Focus on your vision and tell your story as often as you can.
Your impact will drive your ability to raise the income.
- monitor more closely results towards target and adjust if necessary
 - do not reduce investments in Fundraising
 - for corporate fundraising "use the crisis". From what I have seen in France corporate seem to be even more sensitive to social responsibility issues since the crisis. their staff and customer are also becoming more demanding about CSR strategies and ethical behaviours.
- Charities need to place the focus on what the donor has helped achieve. By placing the donor at the centre of their work, income will be increased. Few organisations currently have any donor focus in their communication programmes (on or offline). Attrition has always been appalling.
I'd refer to bluefrognews.com for examples of how this approach works.
- I have no idea
- Segment better. Position better.
- Here is what we are doing:
 - *keeping closer ties with existing donors
 - *relying more heavily on peer-to-peer solicitation
 - *seeking out low cost options for donor communications and draw attention to the fact (ie--doing an electronic Annual Report and stating on the first page that you are doing this to keep your costs low)
 - *ensuring all communications are client focused and relate to how our clients are suffering because of the down turn
 - *reducing "splashy" donor recognition
 - *engaging more closely with media to raise our profile in a cost effective manner

- *minimizing the energy spent on soliciting new foundation donations
- *focusing on intermediate \$1000-\$10,000 giving, esp for annual funds
- *allowing more options for gift designation at a higher gift level
- *increasing low level gifts through regular tours

- What we have done to date:
 - We have created a plan to be in front of our donors through small, house receptions, and have beefed up our personal, one-on-one visitations.
 - We have hired two (2) senior level folks to replace old timers who were buying time before retirement.
 - Organization has frozen salaries of employees at the Director level and up.
 - We are about to go into a capital campaign, however, are examining terminology, i.e. "We are going into a cancer initiative to bring service to our region." Reason: People are afraid of the language "campaign." When the above-sentence is spoken, it causes folks to ask "What do you mean cancer initiative to bring service to our region?" We can then engage in a dialogue, instead of someone closing down because they hear the word "campaign."
 - Academe in my area has held off on capitol campaigns and instead put all their efforts into building up annual giving.
 - Budgets have been cut and retirees have selected to work at least one (1) more year to "make up" what was lost in their retirement in '09.
- Continue to talk with each other and be willing to collaborate in areas that make sense.
- With the resources I have available (note previous database comment), I have focused on organizing constituents through social media, specifically through LinkedIn, Facebook & Twitter. I work at an educational non-profit, specifically with current MBA students & alumni. I have been with the organization for a little over 1 year. When I started, engagement with the org was incredibly low. I have worked over the past year to increase engagement by creating special interest groups to connect alumni based on their functional fields and industries. The special interest groups are open to all, not just our members. This has resulted in new donors, including non members and greater awareness about our org. Additionally, many of our members have been affected by the economic crisis and are coming back to the org for career services, which is new for us as an organization. As alumni re-engage with the org, through the necessity that the economic situation has brought to bear, we have seen an increase in the number of individual donors. As I provide these career services, I tend to remind those that we serve that my work is funded, in part by individuals just like them. Usually this reminder directly results in an immediate contribution with a pledge to give more upon finding a new job. Overall, I think it is of the utmost importance to always make it easy to give and to ask often. My motto is this: ask and you shall receive (don't ask, you won't receive). I do not ever apologize for making an ask (e.g. I know the economy is rough right now, but could you make a contribution...) and I always make donors feel like every dollar contributed is vital to carrying out our mission. My next step is to develop a monthly donor program so we can better capitalize on small donations and increase the frequency at which we receive these gifts.
- We are increasing communications with donors and are instituting more sophisticated cultivation efforts.
- Focus on developing the relationship with existing donors and helping them identify and engage new donors. Look for new ways to engage donors in meaningful activities.
- be open to new ways of doing business. analyse existing areas of engagement and get rid of those that are peripheral.
 - be rigorous about cost and income projections. keep a rock solid grip on your financials at all times.
 - devote more time to understanding what your constituents actually want. Surveys and focus groups should

inform your direction but they should not dictate it - strategy should be owned internally.
we have done all these things.

- Investment - Most of fundraising income growth is money in = money out. So continuing to invest is important.
Focus - One of the main changes for most organisations is to really focus on what is working.
- Put more effort into planning and research
 - Stop thinking that the crisis is simply down to external factors
 - Analyse more their strengths and weaknesses
 - Put more effort into contacting, researching and understanding their existing donors
 - establish clear evaluation criteriaPut more effort into creativity
 - more real and compelling connections with donors
 - don't be afraid to talk a lot about what you doDon't stop recruiting
 - A lot of organisations can't rise to the new challenges so those that do will recruit new support
- NGO's that are facing difficulties today have a few things in common;
1) 4-5 years ago they made
- Focus on stewardship and prospecting for new donors through new relationships
 - more stewardship activities
 - networking events
 - consulting existing donors to identify new ones and to develop new 'products' eg through a scholarships advisory committee
- invest in loyalty building and also in acquisition assuming that the response rates will be lower
- invest in loyalty building and also in acquisition assuming that the response rates will be lower
- Change the way you do business with an aim of reducing costs but maximising revenue. For us this meant bringing certain operations in house and not relying on external suppliers (direct dialogue and data entry). Maximise revenue from existing supporters. Eg: Auto upgrade regular donors (lower attrition than telemarketing upgrades)
Overhaul existing communications programs to reduce costs and increase effectiveness (we completely re-worked our Welcome Process to reduce attrition in months 1-3 and speed up taking the first debit.
Don't panic.
- Focus on build donor loyalty, invest in better CRM, say thank you better and more often, survey donors and ask what they want, if needed offer downgrade offers to keep the relationship alive in these times
Invest much more in fundraising.
- Watch fund spending before focusing on fundraising - tighten the belt - be seen not to waste.
Hold back on expansion.
Encourage gifts to charity in lieu of wedding, birthday, etc gifts.
Request companies to donate staff skills/time - easier to do than give money.
Nurture existing donors more strongly than ever before.
Should individual donors cancel debit orders, suggest that they consider reducing the amount rather than stop donating.
Pursue bequests - most of us are worth more dead than alive.

Ban personal use of telephones by staff and volunteers.

Ask retired people to volunteer their expertise.

- Our organization has cut a program, cut one FTE , cut printing and operational costs and rely on e-commendations. There is not much more we can do but wait it out!
- Love/steward donors and supporters
 - Have a positive media strategy as opposed to the 'doom and gloom stories'
 - Don't cut Fundraising expenses
 - Have a variety of fundraising vehicles and not eggs all in one basket
 - Be visible
- The best strategic integrated programmes will still win:
 - Excellent nurturing of donors continues to be priority - the more personal the better.
 - Improve multi-media communications (donors offered their preference!)
 - Great data mining and management
 - Test, monitor, evaluate - take some risks!

Reinforce the message that philanthropy maintains through recessions - celebrate successes

Focus energies on growing regular giving, major gifts

Have recently trebled the response for a health organisation with a more focused multimedia appeal than the usual direct mail at the same time; also successful acquisition and reactivation
- Expand volunteer support at all levels and for all activities
 2. Increase sourcing of GIK for products, services, and media
 3. Viral marketing for volunteers and donations through Social network media
- Improve monitoring and speed up response. Allow more flexibility to donors -take a break in monthly giving, downgrade, etc
 - Listen to ideas and suggestions from donors!
 - In general nurture your current (best) donors - in order to keep them but also in order to get guidance and ideas from them and to keep a close touch with reality and the market developments, donor sentiments
- be smarter and cut all unnecessary budget lines
 - think twice before hiring any one
 - carry on investing in acquisition
 - concentrate your energy on the cash-cows
 - promote regular giving as the most important FR activity for survival
- Enhance donor relationships
 - Enhance involvement of board and staff members in relationships
- Clearly state your cause for support to individual donors and the needs served in the community by your organization
 2. Engage new individual donors in your organization
 3. Establish group of committed volunteers who focus on fundraising
 4. Develop Advisory Council whose primary focus in on fundraising
 5. Develop clear expected outcomes for Board members in their own giving and engaging new donors for the organization
- We all need to be thinking about expenditure and keep relationships alive also to focus on established donors and do recruitment but keep on top of low cost options

- What have done:
 1. Focused
 2. Developed Strategic Plan
 3. Increased stewardship
 4. Increased effort in terms of time and focus
 5. Refined development plan
 6. Lowered targets - maintained goals - i.e. keep the bar high - don't set unreasonable goals.

- Fundraisers should look to supplement their revenue channels with additional revenue sources. Rather than relying directly on donations (major gifts, planned giving, special events, capital campaign and annual campaign channels, they should add sponsorship as a channel and approach it with the same professional vigour and planning as they do the preceding approaches. We have seen a shift in North America from corporate philanthropy to corporate sponsorship. The turnover rate this past year was over 50%! This means company X may still give charity Y say \$50,000, but this year they do not want a tax receipt, they want true value and recognition, WORTH \$50,000. If Charity Y cannot deliver they will find someone else that can.

- Some quotes for the book "Mavericks at Work".
 1. Tighten the bond with our customers (donors). (pg 145)
 2. When it comes to understanding customers (donors), replace science with art, spending hours in person rather than spend days at your desk poring over spreadsheets. (pg. 154)
 3. Stop cutting costs and start strengthening your bonds with customers. (pg. 162)
 4. The first and most important piece of every job, says Rockwell is to tell a unique and relevant story about the product (your charity). Story is how you connect emotionally with people.

- investing more in Generation G. younger trysumers individuals who want to join a course before they donate.
going more into social entrepreneurship and income generating ideas
Investing more on donor relations

- use the increased challenge of raising funds to strategically engage key volunteers and donors in discussions of mitigating impact and maintaining sustainability levels
engage board and volunteers in enhanced donor stewardship initiatives

- Increased monitoring to ensure we know what is happening across our confederation and can share steps we are taking/best practice with each other (members are autonomous):
 - set up task force of Executive Directors specifically to track trends on member income; reviewing monthly (November 2008)
 - joined Recession Watch for broader picture of impact on INGOs (January 2009)
 - Marketing Directors face to face meeting (July 2009) and regular teleconferences (bimonthly), to share impact/actions taken in different markets
 - those specific actions vary greatly across our 16 markets: impact is not uniform. In mature markets, fundraising hit much harder than growing markets, where impact limited or not felt at all. Impact felt on supporter recruitment (esp dm, f2f, DRTV), corporates (donations, sponsorship), fundraising challenge events. Institutional and major donors and supporter loyalty mailings holding up, to date. Specific actions include cutting back on recruitment (some members with staff cuts, or recruitment/wage freezes), focusing on retention programmes, increased telemarketing to existing supporters etc.

- Ensure board commitment
Focus on renewal of current donors

Use all strategies (face to face, direct mail, e-fundraising, etc.)

Develop and execute a communications, fundraising, and stewardship plan

- this is a phase where donors will be inundated with hard luck stories. we are fortunate to be cut to a still generous level of funding from corporates. I am concentrating on strengthening our relationships so that when donors are through their crisis, they will know we are resilient and will not be looking to them to fund deficits.
- Done
 - Strategic investment in individual fundraising to build supporter base.
 - Re-phasing of income - particularly legacies
 - Overhead reduction
 - Streamlining of processes
 - Where next?
 - Focus on accountability/transparency to justify donations
 - Long-term view of supporter relationships (major donors) - investment in people while economy reframes
 - Focus on benefit led fundraising - what is the return to the individual (emotional, spiritual, aspirational)?
- Should approach existing donors for increase in funding.
 - build relationships with existing wealthy individual donors and approach new wealthy donors referred by existing donors
 - Build database
 - Online fundrasing should be investigated
 - TV ad with SMS campaign and radio Station to support campaign
 - Cause Related marketing Campaign
- Reduce Travel- Technology, especially virtual meeting space are an excellent way to maintain relationships with distant colleagues and donors
 - 2) Look for commitment not dollars. Major gift donors are not looking for transactional relationships with the organizations they support. Organizations need to trust their donors, even when donations are not arriving at an accelerated pace.
- STEWARDSHIP; cost sensitive materials, phone calls, visits (local);
 - stay in touch, be sensitive to the economic climate
 - talk about it with your donors
- Minimized organizational overhead costs.
 - Re-allocate resources to target key areas.
- *Be strategic
 - *Always be in front of donors
 - *Growth should be put on hold until 2011-2012
 - *Work with business community
- Look after donors.
 - Maker sure you are getting all you can from Government.
 - Concentrate on individuals and keep them.
 - Do the things you know you should do - mail, email and call donors more often, data analysis, invest in the tough things.
 - By Mal Warwick's book, 'Fundraising when Money is Tight' and download 'Ten Steps to Fundraising in a recession' by Sean Triner

- We are a ngo working in andhrapradesh and karnataka india. we are very much interested to work your esteemed organization.

AWWA Aims to provide free education to Underprivileged Girls Childs from financially and socially backward families so as to make them self-reliant, confident, economically independent and socially responsible.

Our mission is to work towards the development of deprived and marginalized sections of the Indian girl children, both in rural and urban areas with the aim of enabling all girl children from the most deprived sections of society exercise their birthright to education, which is important to help build a modern market based economy with enhanced information and knowledge in order to take better decisions about nutrition and healthcare on behalf of their families and contribute towards a constructive society.

We believe that Education is the right of every girl child and only education can make her realize her full potential as a self-sufficient individual and informed participant in change

We are also working The enterprise and skill training Programme for the adolescent girls and women in urban and Rural Areas. Basic and professional computer Literacy to the underprivileged Children hailing from BPL family; Children of single parent(women), children of HIV/AIDS affected parents, children of Commercial Sex Workers (CSWs) for employment or self-employment along with Basic Education for employment in local units or company, as there is requirement for more computer operators.

it will act as a Computer of income riser for the poor community by different ways.

The enterprise and skill training program is having a direct impact on the behavioural and managerial qualities of its beneficiaries, which is reflected by the following aspects that were observed:

- Many will be imbibed the positive qualities of punctuality and professional attitude towards their entrepreneurial work.
- Team interaction among women from various villages will be strengthened.

- Maximum use of Technology for better communication with low cost
 2. Clubbing organizational regular events with the component of raising resources.
 3. Using the network for better connectivity & reliability
 4. Using the parents, siblings, community members etc. for raising the resources.
 5. Using Corporates' CSR channel to mobilize the resources.
 6. Using the local leaders / industrialist / celebrities as the part of the events.
 7. Using E-News Letters, etc.
 8. Be part of the big events
 9. Be part of the Seminars, workshops etc.
 10. Presenting the outcome / impact suiting to the technology etc.

If committed for the cause with sustainable approaches matching to the challenges, skills, needs and living environment of the needy individuals, then raising the resources is secondary.....

- Corporates be more involved in donating to indigenouse people NGO those are active in conservation of environment and Biodiversity in India.
- Alternate Energy, Industrialization and agricultural uplifts
- Be creative. Move more investments in markets giving better returns like India, from the sagging & saturated markets.
Keep a long term horizon for the markets, like Brazil, China and India which high base of potential donors and all signs of recovering early from recessions.
Use innovative methods like we have done for recruitment like telefacing (combination of face 2 face & telecalling)

- Probably this question is not applicable to our case as we don't engage in any fund-raising but rely absolutely on income from investments. Having said that, the advantage of working upon the basis of an endowed capital is that the organisation is a long-term investor, which means so long as available cash assets are sufficient to meet the needs of grant-making over a period of time, there is no need to trade the capital stocks in hand and capital losses on the books are therefore not realised until or unless they are traded. This does not suggest inaction, but it requires continuing review of investment strategies of the organisation (which is ongoing with or without the financial crisis), and appropriate re-allocations in the combination of assets to ensure the long-term capital value of the endowment is not outpaced by factors such as inflation and growth in the sector towards which the grants are to be directed.
- In India NGOs are only currently only raising about 10 % of the potential. So there is a great scope of expanding Fundraising.
Some companies have started Face to Face/ Telefacing and other direct response methods which are very effective. Staff employed is not well trained but these are still very successful. Need to do more of this. We have to go beyond Courses and Workshops. Promote such examples. Can say much more on this
- I think the best thing for fundraisers to do is to NOT cut back on new donor acquisition at this time. It is best to stay active in the community and continually state the need for your org is important. If costing measures are necessary that best to look at any efficiencies in your overall FR portfolio rather than decide to cut back on new donor acquisition. Esp, if the donor acquisition is primarily for monthly donors --- while the ROI may be lower in the first 2 years, the LTV of monthly donors will pay off.
Also, good opportunity to ramp up your online recruitment efforts if you haven't done so already.
We are increasing the monitoring of our FR programs to be able to track results more quickly, make improvements and not put the organization at risk.
We are also increasing our reactivation efforts as it is more cost effective to recruit lapsed donors than recruit new ones.
We have also stepped up our upgrade programs to be able to increase the average revenue per new donor.
We have always used e-communications to our donors but I have not decreased the offline output to date as I want donors to be continually informed that we are active in dealing with some of the world's most pressing environmental issues and that we will need their ongoing support.
Hope this helps!
- Be innovative particularly in a country like ours where poverty is endemic and giving is not a well developed culture.
We aim generate income through incorporating businesses that generate income such as photocopying, equipment rentals etc.
- my idea is to we are having so many funds from the corporates and individuals at national level and international level. we will find out and said them about the social work to others. and ask them fund raising for any economic crisis.
- Organisation especially the NGO should do joint fund raising as a means of pulling resources together especially where synergy would be an asset.
- Even during the economics recession, there are money to be given
Fundraisers should be much more strategic in building relationships and be open to all the channels: For this, it is important to liaise with all the prospects every day.
While I was working as a PR director of Jimmy Carter Work Project 2001, before my coming to this UN Initiated organization, I was very successful to raise fund from companies through marketing PR activities. It would be successful in raising fund with partners if we have various tools for communication from their

standpoints based on the mission of NPO.

I have many success cases through many activities which will be helpful for the junior fundraisers!

- Fundraisers should try to come up with in-house projects that will ensure that NGOs fund itself. Developing an income generating activity that will sustain an organization financially. For example, in our organization we practice poultry keeping, making beads and traditional ornaments, train CBOs on how to write funding proposal (charge a small fee), among others activities. The monies generated from the income generating activities help sustain the organization. However, we understand that we must also practice good governance for donors to have faith in us and consequently, build a good relationship between our organization and donors.
- Two things may we do in our agenda:
 1. Go back to the traditional approach where in the time of crisis we go to the closest, neighbourhood giving hands, volunteers, show up helping those in need locally in local communities. This approach have to be promoted globally.
 2. The have supports in actions on field and government facility of Social development and philanthropy worldwide. For sample those government or countries that have not applied the tax deduction for the givers should be advocate to adapt and adopt tax deduction system for the good of others in need.
- Encourage the partnership with Government and private sector.
 - Build on small victories or business to develop the capability of the community on enterprise and marketing.
 - Support the community on their technical needs even after phase out period of the project.
 - I suggest we set up a network per region to assist the NGOs in sourcing out funds for the different communities and have a an annual sharing of experience and identify lessons for other communities in the different regions.
- Fundraisers should continue to support NGO/NPO that work for sustainable environment of community development.
- donors should fund the projects directly, that will bring confident in the developed world.
- We have begun to group the donors in categories like bilateral donors, UN agencies, INGOs, foundations, corporate donors including international corporate houses, NRB and individuals. Following this group we will have donor's research from secondary and primary source of information to make a comparison between past and present. We also like to determine their commitment level - is that increased or decreased following global recession ?
Interestingly from first hand assessment, we found that numbers of bilateral donors are sticking on their commitment to Bangladesh regardless of the situation encountered by global recession. Even in some cases like DFID and EU will increase funding to BD.
- Review all operating/overhead costs, cut by 15%
 - Develop more marketing and selling schemes for organization's products and services
 - Target prospective large donors and systematically meet one on one.
- Building contacts with donors
 - Meeting face to face
 - e-mail communication
 - Having a clear and simple presentation of our work. However, make our work meaningful by

demonstrating link to as many as possible areas, sectors, themes and institutions (stakeholders and target group/s)