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# LEADERSHIP IN FUNDRAISING SURVEY REPORT

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## INTRODUCTION

This report details the findings of a survey run by Usha Menon of Managementcentre Asia and David Segal of The Management Centre in May 2009.

The survey was designed to help identify how effectively nonprofit leaders are dealing with the issues of:

- Strategic planning (setting the direction and defining the goals for fund raising)
- Financial management (acting as caretakers of other people's money)
- Operations(ranging from goal setting to fundraising program/project implementation)
- Communications (ranging from reporting on progress, developing communications tools like brochures etc)

23 people from a range of countries in Asia completed the survey.

***For further information, contact Usha Menon (u.menon@managementcentreasia.com). Alternatively, visit our website, [www.managementcentreasia.com](http://www.managementcentreasia.com), to get information about Management Centre Asia and where we may be able to help your organisation.***

## KEY FINDINGS

- More than half of the respondents were from India or Malaysia, so the results cannot be said to represent a true picture of the whole region
- The largest group, 10 (44%), were from national level nonprofit organisations but there were also representatives from 4 (17%) were from Asian regional offices of nonprofit organisations and 3 (13%) were from local level/community based nonprofit organisations
- The largest group, 44% (10), were CEOs or executive directors and 8 (35%) were fundraising directors/resource mobilisers
- Most, 15 (65%), had fundraising committees that were active or very active in helping to raise funds/resources for the organisation
- Most, 17 (74%), said their resource development/fundraising plan was consistent with the mission, long-term goals and current programs
- 15 (71%) said they had a donor management system/database in place and/or their donor/supporter communication plans were integrated with the fundraising plan. 12 (57%) said their staff had resource development as their priority focus
- More than 50% (11) already have, Corporate sponsorships, Corporate Foundation Grants, Corporate donations (local companies), Corporate donations (multinational companies), Individual donors through regular giving/ subscription schemes, Individual donations through face to face ask and/or Local Government Grants / funding schemes
- More than 30% don't have Legacy Gift /Bequest by Will, Planned giving (stocks, securities, real estate etc), Individual donations through cross-border activity (Diaspora outreach efforts), Multilateral Funders (ADB,

World Bank etc), Other Grant making Organisations, Earned income (trading , income generation) or Community Foundation Grants

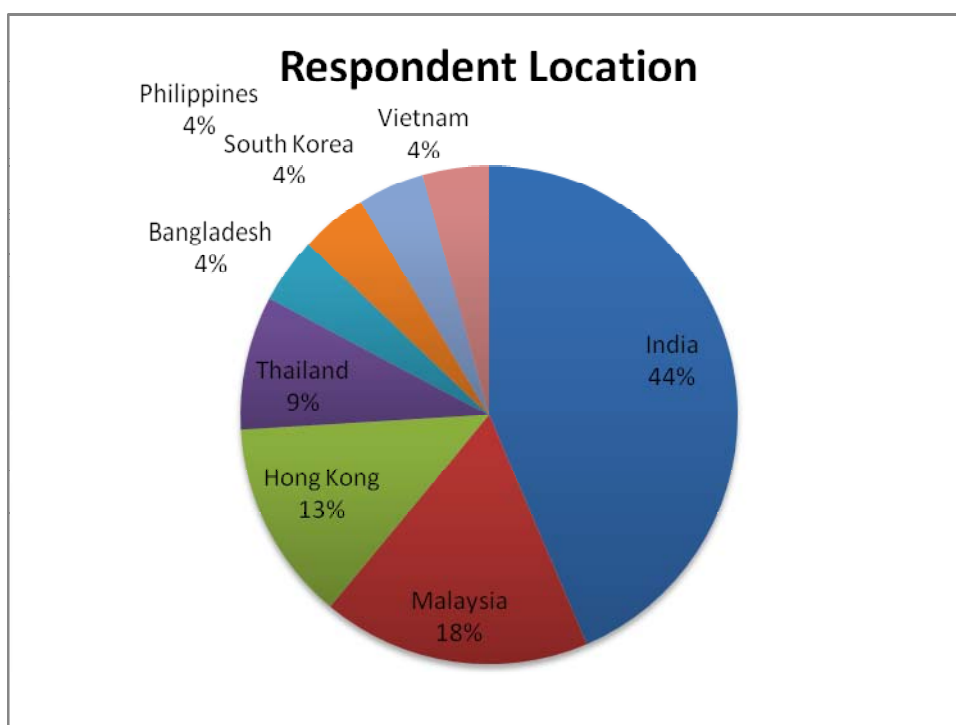
- More than 30% would like to develop Individual donations through cross-border activity (Diaspora outreach efforts), Individual donation through online giving, Individual donations (high-value donor), Bilateral Funders (EU,USAID, CIDA,JICA etc), Multilateral Funders (ADB, World Bank etc) and/or Planned giving ( stocks, securities, real estate etc)
- Fundraising goals ranged from \$25K to \$150m. Most aim to raise more than last year, some considerably more

## DETAILED FINDINGS

In this section we look at responses in terms of absolute and percentage number. Charts are used to illustrate and help interpret the numbers.

### RESPONDENT LOCATION

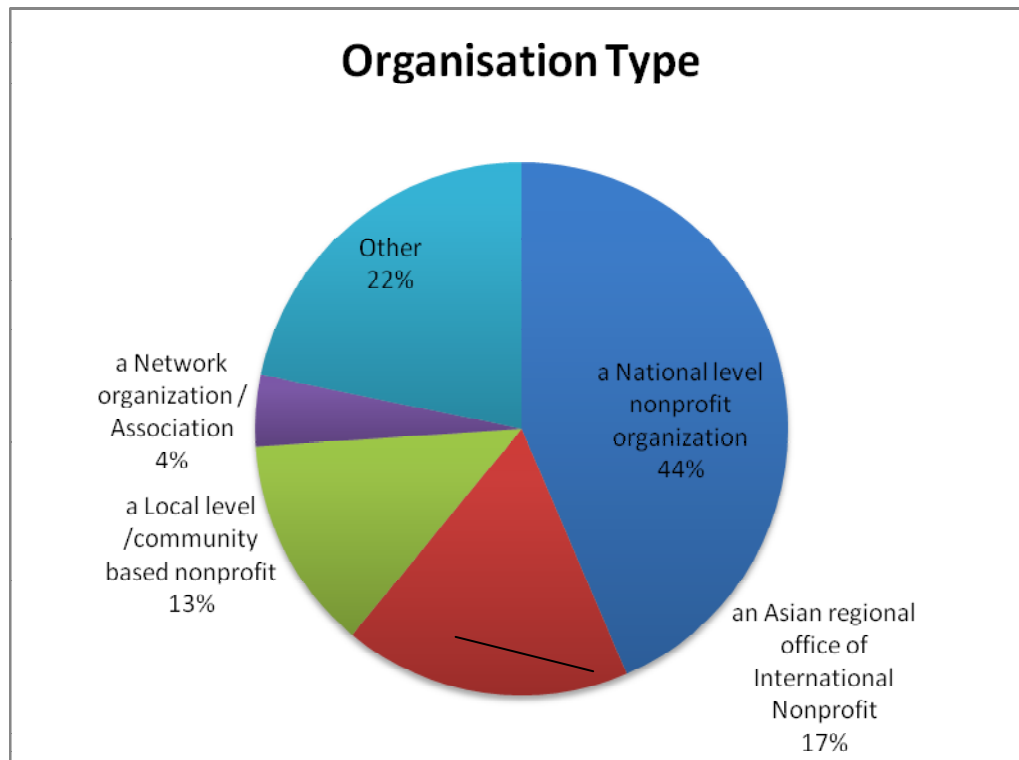
	Response Frequency	Response Count
India	43.5%	10
Malaysia	17.4%	4
Hong Kong	13.0%	3
Thailand	8.7%	2
Bangladesh	4.3%	1
Philippines	4.3%	1
South Korea	4.3%	1
Vietnam	4.3%	1



- More than half of the respondents were from India or Malaysia, so the results cannot be said to represent a true picture of the whole region

### ORGANISATION TYPE

	Response Frequency	Response Count
a National level nonprofit organization	43.5%	10
an Asian regional office of International Nonprofit	17.4%	4
a Local level /community based nonprofit	13.0%	3
a Network organization / Association	4.3%	1
Other (please specify)	21.7%	5



- The largest group, 10 (44%), were from national level nonprofit organisations
- The next largest group 5 (22%) were from “other” types of organisation. These are listed below
- 4 (17%) were from an Asian regional office of a nonprofit organisation
- 3 (13%) were from a local level/community based nonprofit organisation
- 1 (4%) was from a network organisation/association

#### OTHER

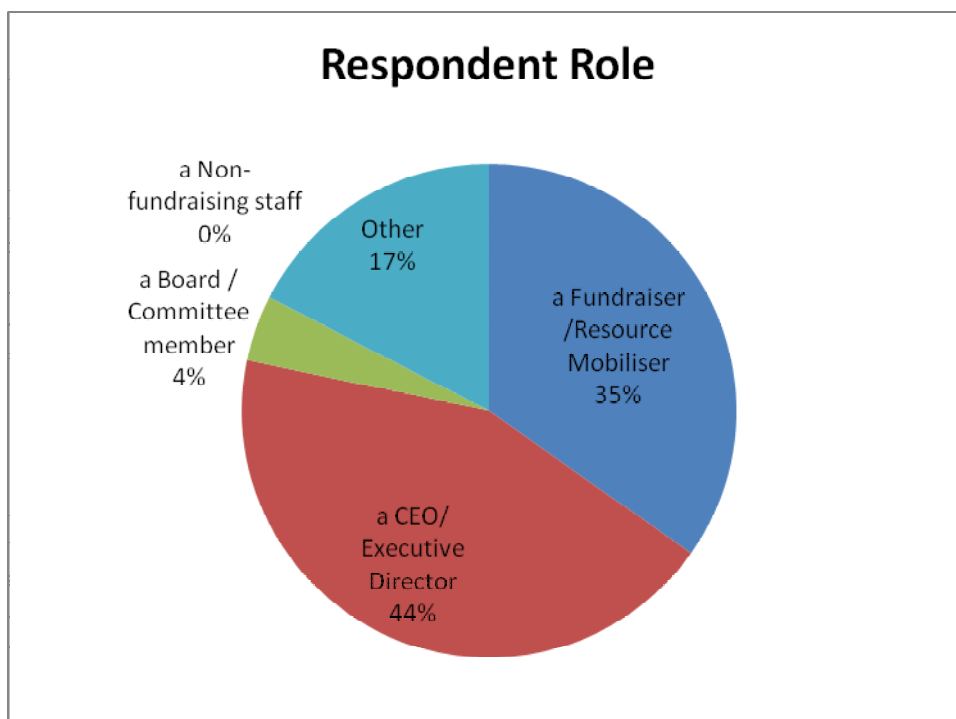
Those selecting “other” said they were from:

- South Aisan Development Organisation
- a fundraising office of international nonprofit
- We are becoming a middle level organisation, with presence in 5 states.
- an international youth foundation

- Korean Committee for Unicef

## RESPONDENT ROLES

	Response Frequency	Response Count
a Fundraiser /Resource Mobiliser	34.8%	8
a CEO/ Executive Director	43.5%	10
a Board / Committee member	4.3%	1
a Non-fundraising staff	0.0%	0
Other (please specify)	17.4%	4



- The largest group, 44% (10), were CEOs or executive directors
- 8 (35%) were fundraising directors/resource mobilisers
- 4 (17%) put their role down as “other”. These are listed below
- 1 (4%) was a board/committee member

## OTHER

Those selecting “other” said they were:

- Regional Fundraising Director
- Regional Director for Asia Pacific

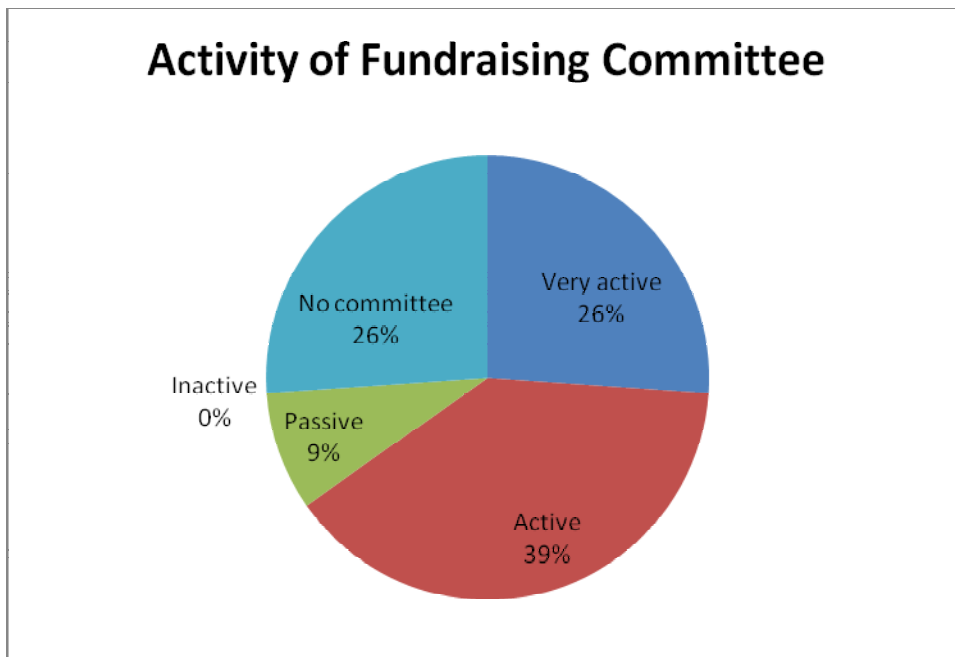
- Director - Resource Development
- A Non-Profit Service Oriented Organisation

## ACTIVITY LEVEL OF FUNDRAISING COMMITTEE

Respondents were asked:

*How active is your fundraising committee? ie: do they help to raise funds/ resources for your organization?*

	Response Frequency	Response Count
Very active	26.1%	6
Active	39.1%	9
Passive	8.7%	2
Inactive	0.0%	0
No committee	26.1%	6



- 15 (65%) were active or very active in helping to raise funds/resources for the organisation
- 2 (9%) were passive
- 6 (26%) had no committee

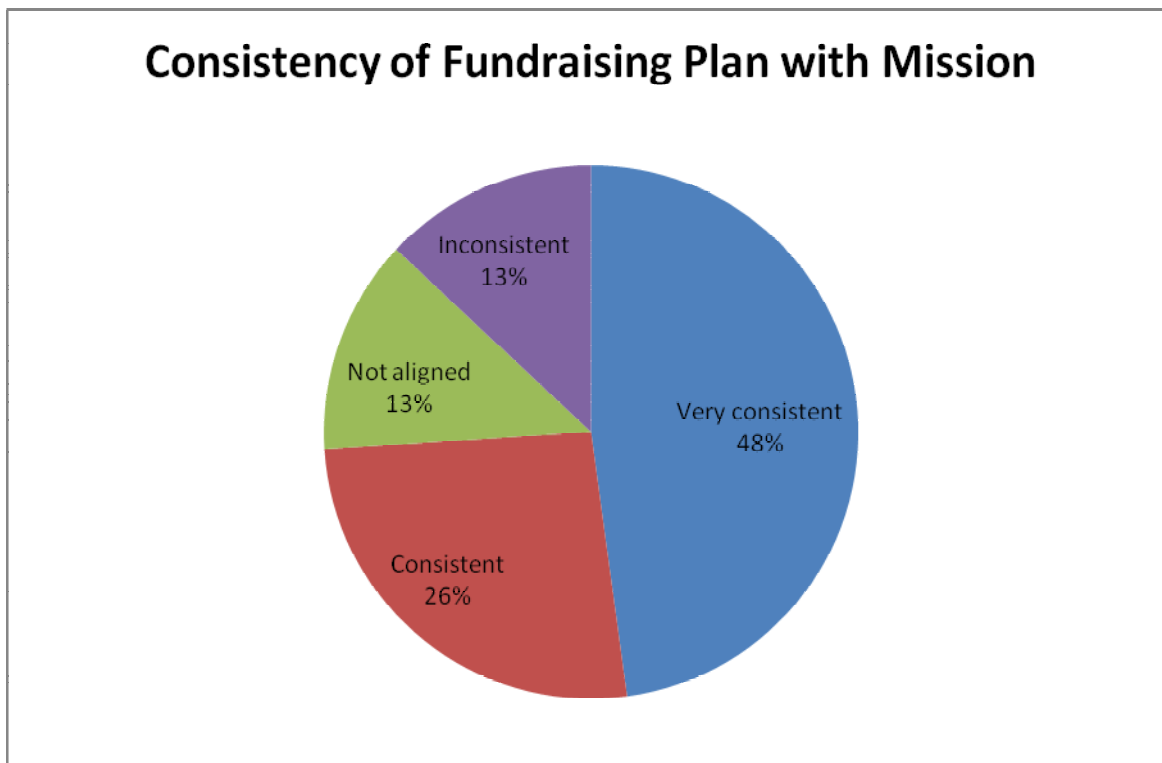


## CONSISTENCY OF FUNDRAISING PLAN WITH MISSION

Respondents were asked:

*To what extent does your organization have a resource development/fundraising plan that is consistent with the mission, long-term goals and current programs?*

	Response Frequency	Response Count
Very consistent	47.8%	11
Consistent	26.1%	6
Not aligned	13.0%	3
Inconsistent	13.0%	3



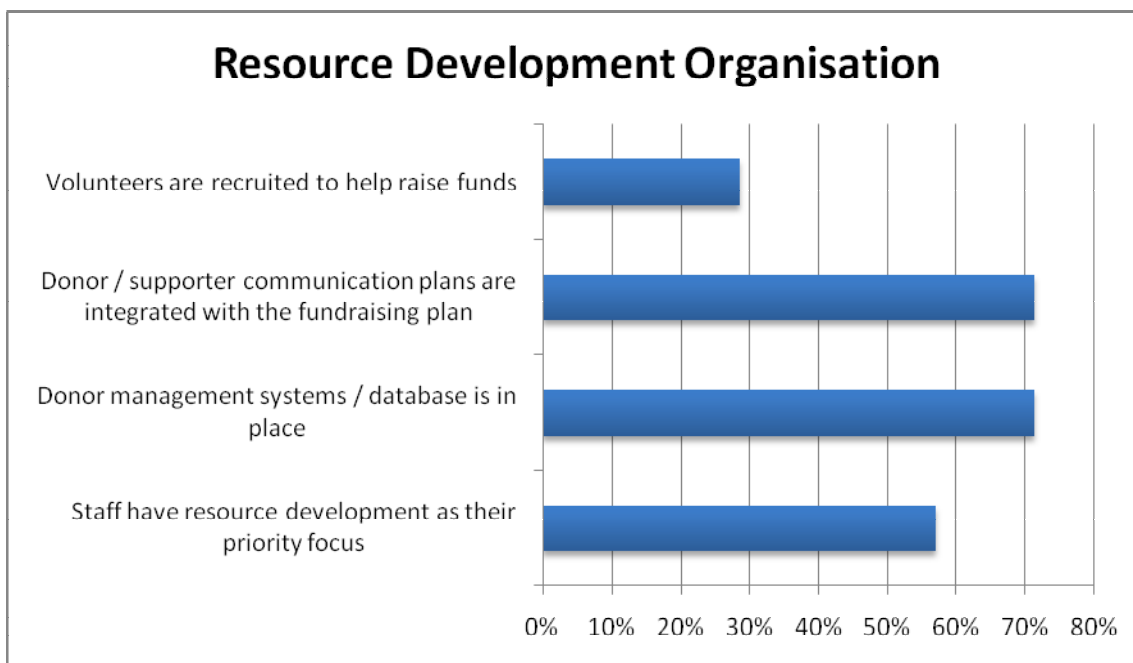
- 17 (74%) said their resource development/fundraising plan was consistent with the mission, long-term goals and current programs
- 3 (13%) said they were not aligned
- 3 (13%) said they were inconsistent

## RESOURCE DEVELOPMENT ORGANISATION

Respondents were asked:

*How is your nonprofit organized to manage resource development/fundraising?*

	Response Frequency	Response Count
Staff have resource development as their priority focus	57.1%	12
Donor management systems / database is in place	71.4%	15
Donor / supporter communication plans are integrated with the fundraising plan	71.4%	15
Volunteers are recruited to help raise funds	28.6%	6



- 15 (71%) said they had a donor management system/database in place
- 15 (71%) said their donor/supporter communication plans were integrated with the fundraising plan
- 12 (57%) said their staff had resource development as their priority focus
- 6 (29%) said volunteers were recruited to help raise funds

## REVENUE SOURCES

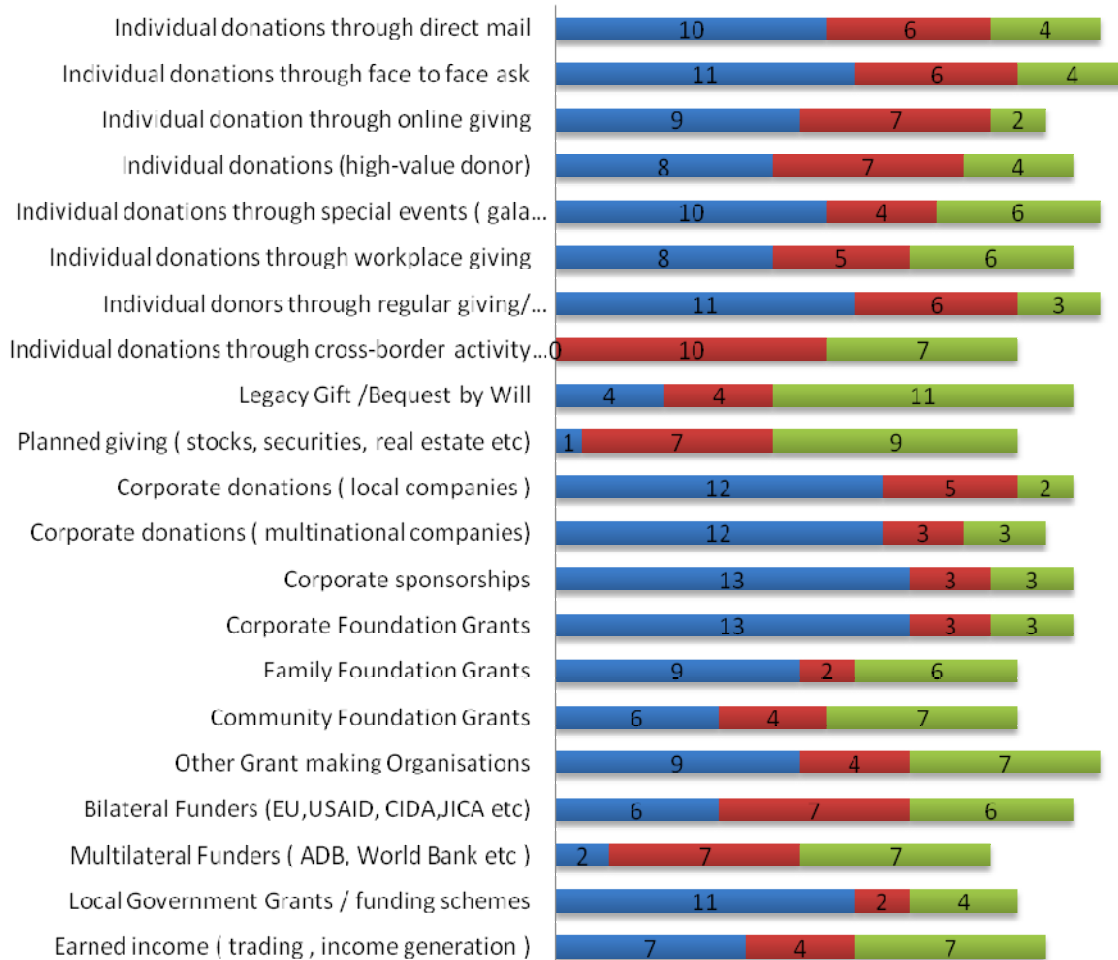
Respondents were asked:

*Does your organization have a variety of revenue sources?*

	Have	Would like to develop	Don't have	Response Count
Individual donations through direct mail	10	6	4	20
Individual donations through face to face ask	11	6	4	21
Individual donation through online giving	9	7	2	18
Individual donations (high-value donor)	8	7	4	19
Individual donations through special events ( gala dinner, A-thon , charity bazaar etc)	10	4	6	20
Individual donations through workplace giving	8	5	6	19
Individual donors through regular giving/ subscription schemes	11	6	3	20
Individual donations through cross-border activity (Diaspora outreach efforts)	0	10	7	17
Legacy Gift /Bequest by Will	4	4	11	19
Planned giving ( stocks, securities, real estate etc)	1	7	9	17
Corporate donations ( local companies )	12	5	2	19
Corporate donations ( multinational companies)	12	3	3	18
Corporate sponsorships	13	3	3	19
Corporate Foundation Grants	13	3	3	19
Family Foundation Grants	9	2	6	17
Community Foundation Grants	6	4	7	17
Other Grant making Organisations	9	4	7	20
Bilateral Funders (EU,USAID, CIDA,JICA etc)	6	7	6	19
Multilateral Funders ( ADB, World Bank etc )	2	7	7	16
Local Government Grants / funding schemes	11	2	4	17
Earned income ( trading , income generation )	7	4	7	18

## Revenue Sources

■ Have ■ Would like to develop ■ Don't have



### ALREADY HAVE

More than 50% (11) already have

- Corporate sponsorships
- Corporate Foundation Grants
- Corporate donations ( local companies )
- Corporate donations ( multinational companies)
- Individual donors through regular giving/ subscription schemes
- Individual donations through face to face ask
- Local Government Grants / funding schemes

30% to 50% have:

- Individual donations through direct mail

- Individual donations through special events ( gala dinner, A-thon , charity bazaar etc)
- Individual donation through online giving
- Other Grant making Organisations
- Family Foundation Grants
- Individual donations (high-value donor)
- Individual donations through workplace giving
- Earned income ( trading , income generation )

Less than 30% have:

- Bilateral Funders (EU,USAID, CIDA,JICA etc)
- Community Foundation Grants
- Legacy Gift /Bequest by Will
- Multilateral Funders ( ADB, World Bank etc )
- Planned giving ( stocks, securities, real estate etc)
- Individual donations through cross-border activity (Diaspora outreach efforts)

DON'T HAVE

More than 30% don't have:

- Legacy Gift /Bequest by Will
- Planned giving ( stocks, securities, real estate etc)
- Individual donations through cross-border activity (Diaspora outreach efforts)
- Multilateral Funders ( ADB, World Bank etc )
- Other Grant making Organisations
- Earned income ( trading , income generation )
- Community Foundation Grants

20% to 30% don't have:

- Bilateral Funders (EU,USAID, CIDA,JICA etc)
- Individual donations through workplace giving
- Individual donations through special events ( gala dinner, A-thon , charity bazaar etc)
- Family Foundation Grants

- Individual donations (high-value donor)
- Individual donations through face to face ask
- Individual donations through direct mail
- Local Government Grants / funding schemes

#### WOULD LIKE TO DEVELOP

More than 30% would like to develop:

- Individual donations through cross-border activity (Diaspora outreach efforts)
- Individual donation through online giving
- Individual donations (high-value donor)
- Bilateral Funders (EU,USAID, CIDA,JICA etc)
- Multilateral Funders ( ADB, World Bank etc )
- Planned giving ( stocks, securities, real estate etc)

20% to 30% would like to develop:

- Individual donors through regular giving/ subscription schemes
- Individual donations through face to face ask
- Individual donations through direct mail
- Corporate donations ( local companies )
- Individual donations through workplace giving
- Individual donations through special events ( gala dinner, A-thon , charity bazaar etc)
- Other Grant making Organisations
- Earned income ( trading , income generation )
- Community Foundation Grants
- Legacy Gift /Bequest by Will

Less than 20% would like to develop:

- Corporate sponsorships
- Corporate Foundation Grants
- Corporate donations ( multinational companies)
- Local Government Grants / funding schemes

- Family Foundation Grants

## FUNDRAISING GOALS

Respondents were asked:

*What is your fundraising goal for this financial year (in \$US)?*

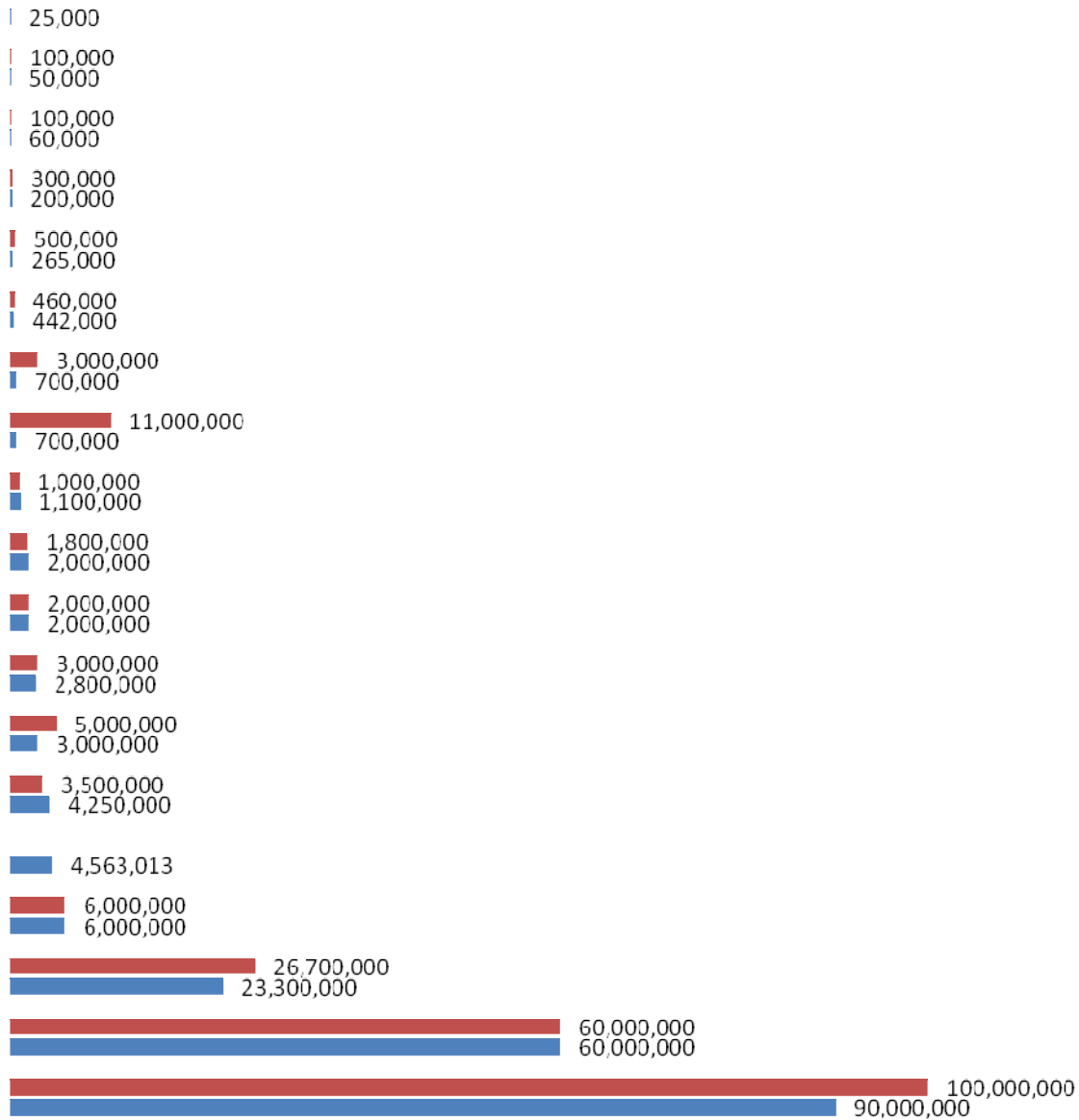
and

*How much did you raise in the last financial year? (in \$US)?*

Last year (\$)	This year (\$)
90,000,000	100,000,000
60,000,000	60,000,000
23,300,000	26,700,000
6,000,000	6,000,000
4,563,013	Not set
4,250,000	3,500,000
3,000,000	5,000,000
2,800,000	3,000,000
2,000,000	2,000,000
2,000,000	1,800,000
1,100,000	1,000,000
700,000	11,000,000
700,000	3,000,000
442,000	460,000
265,000	500,000
200,000	300,000
60,000	100,000
50,000	100,000
25,000	I should try to manage donor

## Comparison of Amount Raised Last Year with This Year's Target

■ This year ■ Last year



- The responses covered a huge range, from \$25K to \$150m
- Most aim to raise more than last year, some considerably more