

FUNDRAISING

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World Federation of Hemophilia



WFH

WORLD FEDERATION OF HEMOPHILIA
FÉDÉRATION MONDIALE DE L'HÉMOPHILIE
FEDERACIÓN MUNDIAL DE HEMOFILIA

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Fundraising

Rosalind Franklin

Introduction

Most hemophilia societies have volunteers who donate considerable time and energy to support the children and adults with hemophilia in their country. Some societies are fortunate enough to also have paid staff. While the dedication of volunteers and staff is critical to the success of a hemophilia society, raising money is also important.

Raising funds for any non-profit organization is hard work. It requires careful research and detailed planning, as well as creativity and good business practices. At times, fundraising is frustrating. It can also be very rewarding, leading to the expansion of programs and the attainment of desired results.

This fundraising publication is intended to help volunteers and staff of hemophilia societies that have little or no experience in raising funds. The purpose is to provide an easy-to-understand overview of the basic elements of fundraising. More experienced fundraisers may benefit from the resource section and the case studies.

What motivates people to give money?

The main reason people give money is that someone asked them to give. The main reason that people do not give money is that they were not asked. Fundraising begins with the simple act of one person asking another person for money to help others. It is about establishing a relationship with someone. There are other important considerations to take into account, of course, such as appointing a trusted person to ask for a financial contribution, from either an individual, a foundation, a corporation, or a government; asking at the right time; and linking the donation to a cause that interests the donor. The basic element of fundraising, though, is asking for a donation.

The term "donation" is often used interchangeably with "gift", "bequest", and "contribution". For most organizations, a

donation can mean anything from a small financial contribution to a gift of property worth hundreds of thousand of dollars. Monies received from governments and foundations are often referred to as a "grant", "subsidy", or "subvention". Whatever the term used, a donation is an investment in your organization's mission.

Nowadays, the world is full of good causes that require financial support. The average person is asked nearly every day to donate money or time through newspaper advertisements, radio announcements, e-mail campaigns, television public service announcements, and flyers in the mail from non-profit organizations. Whether the request for a donation comes from a religious organization looking to renovate its building, a group of children in need of books to fill their school library, an international organization performing eye surgery on the blind, or a hemophilia society sending young children to a physiotherapy camp, people evaluate donation requests using similar criteria.

People solicited for donations will ask themselves these questions and base their decision on the answers:

Trust Is the person who is asking me for a donation someone I know and trust? Did a friend, family member, religious leader, or work colleague recommend the organization?

The Cause Do I care about what the organization does? Do I share the concerns of the organization? Will my donation change someone's life? How many people will benefit from my donation? Is the cause related to my religion, spiritual obligations, or beliefs?

Credibility Is the organization recognized by a religious institution or by government? Does the organization have an office location, a financial report, a regular newsletter, and a solid group of supporters? Does the organization seem organized, focused, and responsible? What has the organization done in the past? Have I seen

the organization featured in the newspaper or on television?

Passion Can I sense a deep commitment to the organization? Is the person who is asking me enthusiastic and knowledgeable about his or her work?

Realistic goals Do I understand what the organization wants to achieve? Do I think they can reach their goals if I give them my money?

Uniqueness Are other groups already doing what this organization wants to do?

Recognition Will the organization thank me for my donation? Will they tell others about my generosity or respect my wish to remain anonymous?

As an organization looking to sources of funding, you must ask yourself how you can best meet these interests of donors. How can your organization gain the attention of people who may be interested in financially supporting your cause?

Getting started

1. Know your organization

There are thousands of worthy non-profit organizations that need to raise funds to support their programs and services. In many ways, your organization will be competing with them for the attention of various donors. By clearly, coherently, and consistently communicating who you are, what you do, and who benefits from your services, your organization will begin the necessary positioning to attract the attention of donors. Writing a brief description of your organization's vision, mission, goals, programs, history, and benefit to the community will establish a framework for eventual presentation to donors. Such a background document can also help your volunteers, staff, and members to reach consensus and communicate a consistent message to external and internal audiences.

Knowing your organization's Strengths, Weaknesses, Opportunities, and Threats (SWOT) in comparison to other organizations

will help position you for fundraising success. As part of your SWOT analysis, ask yourself:

What is happening in your own organization?

- ◆ What are the organization's needs? Do the volunteers and staff share an understanding of the vision and needs of the organization?
- ◆ Do volunteers and staff agree on the need to raise funds?
- ◆ What do you want your fundraising to accomplish?
- ◆ Have you raised funds in the past? If so, how?
- ◆ What financial and human resources can you invest in raising funds?
- ◆ What are your financial, and other, limitations? For example, do you have volunteers and/or staff with experience or interest in fundraising?
- ◆ Who are the most likely donors?

What does the community know about your organization?

- ◆ Are you respected and trusted by your patients, the medical community, government, and the pharmaceutical industry?
- ◆ Are your supporters aware of your accomplishments, needs, and goals?
- ◆ Have there been any disputes with your supporters or with other community organizations that may hinder fundraising?
- ◆ Have you spent time building awareness in the general community about hemophilia?
- ◆ Who currently supports you, financially and otherwise?

What is happening to non-profit organizations similar to yours?

- ◆ Do they have credibility in the community? Why?
- ◆ Have there been any local scandals with other groups that will make it difficult for you to raise funds?
- ◆ How do other organizations raise their funds, and from whom? Are they having difficulty raising funds?

What is happening in your country?

- ◆ Is the economy strong?
- ◆ Is there any political instability?

- ◆ How is information being conveyed to people? Are more people listening to radio than watching television? Are cellphones popular? Do people still read the paper daily or only on the weekends?
- ◆ What fundraising techniques are being used by national non-profit organizations?

2. Position your organization

Based on your research and SWOT analysis, you may need to devote extra time and resources to positioning yourself for raising funds. This positioning work may take many forms. Your organization may need to attract new volunteers who have the inclination to fundraise. You may have to purchase or rent supplies, and office equipment that helps you keep track of donations and other financial matters. Or you may have to undergo a thorough strategic planning process to make certain that your volunteers, staff, people with hemophilia, and other interested parties clearly understand the organization's mission, goals, programs, and needs. Once these internal stakeholders share a common understanding of who you are, where you are going, and what you need to get there, your organization has taken the first big step towards fundraising.

3. Map your community of support

The broader the base of donors your organization has, the better position it will be in to survive changes in the economy and other external factors. Mapping your organization's potential community of supporters will allow you to pinpoint which leaders from various sectors to involve in your fundraising activities. Start by identifying the people and organizations closest to your organization because they are the most likely donors. They are also most likely to help you attract more supporters.

They include:

- ◆ Current and former board members
- ◆ Volunteers
- ◆ People with hemophilia and their families
- ◆ Staff
- ◆ Treatment clinic physicians and other healthcare specialists
- ◆ Hospital administrators
- ◆ Pharmaceutical companies
- ◆ Other hemophilia organizations, including the World Federation of Hemophilia
- ◆ Ministry of Health officials
- ◆ Religious leaders
- ◆ Worshippers at your religious institution
- ◆ National business
- ◆ Local business
- ◆ International foundations and donor agencies
- ◆ Professional or business associations

Friendraising comes before fundraising

Before your organization begins asking others to donate, invest in "friendraising" to build awareness and interest in your work. Raising awareness can be as simple as telephoning someone to inform them of what is happening with your organization. You can raise awareness through your organization's website, e-mails, flyers, annual report, and organization newsletter. You can also invite key people to an open house or a reception at your office, or to attend an education or training session. The idea is to spread the word about the success of your organization's activities to people who are most likely to support you. If you are helping people with hemophilia to rehabilitate and start working again, tell your local businesses how you are helping families in the community. If you have helped children to receive medical treatment, tell school boards and local media.

Fundraising basics

1. Form a fundraising team

Once you have mapped your community of support, your organization may wish to select leaders from this community to help with your fundraising activities. You will want to select people who are trusted, add credibility to your organization, and have a network of contacts that will be useful in fundraising. They must also be committed to the goals of your organization and be willing to use their personal and professional contacts to increase donations to the organization. Usually, establishing a

strong fundraising team requires nearly as much time as it does to raise funds. Because most people do not like to ask others for money, you may have to ask many people to become a fundraising team member before getting someone to agree to accept the responsibility. By clearly defining their roles and responsibilities, you will help them to better judge if they want to participate. For example, a fundraising team member could be responsible for contacting 10 local business owners in three months to ask for a donation.

Fundraising team members can be asked to help in many ways, including:

- ◆ Meeting with government officials and other potential donors
- ◆ Writing a personal letter
- ◆ Organizing special events
- ◆ Selling tickets to a special event or raffle
- ◆ Selling advertising space in your newsletter
- ◆ Sending printed direct mail
- ◆ Writing a grant proposal

It is highly desirable to have members of your board of directors on your organization's fundraising team. Consider listing willingness to fundraise as a requirement of board membership. If this is not possible, at least obtain the approval of the board for your fundraising activities and establish a mechanism to report to the board on the success or failure of your fundraising activities. Also, ensure that the fundraising team is made up of people trusted by board members.

You will also help attract members if you show a commitment to supporting their efforts, by:

- ◆ Clearly outlining their responsibilities
- ◆ Being honest and upfront with financial and other issues facing the organization
- ◆ Appointing a contact person to help them raise funds
- ◆ Providing them with materials to support their fundraising efforts (e.g., letters, flyers, donation forms)
- ◆ Using their time effectively
- ◆ Notifying them immediately when a donation they have solicited has been received

- ◆ Thanking them properly for their time and effort

2. Develop a fundraising plan

The fundraising team needs to play an active role in establishing revenue goals and strategies, and in developing a fundraising plan. Such involvement builds a spirit of teamwork and a commitment to the fundraising process.

Too often, fundraising goals are set based on the money needed to balance the organization's budget. The best approach to setting a fundraising goal is to look at previous fundraising results. If your organization has not raised funds in the past, review the fundraising results of organizations similar to yours, analyse your strengths and weaknesses compared to these other organizations, and project a reasonable, achievable goal.

Diversified fundraising

Depending on one segment of your community for support is dangerous for the long-term sustainability of your organization. Ideally, your organization should raise funds from several community sectors, including government, corporations, individuals, and donor agencies. Types of approaches you might include in your organization's fundraising plan are:

- ◆ Direct Mail (mailing cards, newsletter appeals, and donation letters)
- ◆ Board giving and asking campaign
- ◆ Speaking at your mosque, church, or temple, and requesting donations
- ◆ Online donations
- ◆ Planning for donor acknowledgement and recognition
- ◆ Special Events
- ◆ Government subsidies, grants, licensing, and contracts
- ◆ Foundation proposal preparation activities

Fundraising budget

When you list all the different fundraising activities and steps your organization will undertake, it is important to list carefully all the costs associated with implementing each activity or step. For example, purchasing envelopes, setting aside staff time to develop a mailing list, or renting a hall for a special event may be

necessary. The time, money, and effort required to implement a specific fundraising activity must be evaluated against the expected financial results. For example, holding a lunch for 100 people may provide \$500 in revenue after all expenses have been paid for the invitations, decorations, food, music, and hall rental. Asking 50 companies for \$50 each may generate \$500 in revenue if 10 companies choose to donate. Which of these two fundraising strategies requires the least time and effort and is the most likely to succeed? It depends on the makeup of your fundraising team and your organization's strengths and weaknesses.

Basic elements of a fundraising plan

All fundraising plans include the following basic elements:

- ◆ Strategy
- ◆ Fundraising activities
- ◆ Timeline
- ◆ Accountability/Responsibility
- ◆ Gross Revenue: the total income (e.g., ticket sales, grants, donations, sponsorships, etc.) derived from a fundraising event or activity
- ◆ Gross Expenses (including human resources): the total cost of holding a fundraising event or activity. Expenses can include, but are not limited to, purchasing office supplies, hiring graphic designers or photographers, printing and mailing, room rental, telephone and fax charges, insurance, transportation costs, and staff wages and salaries
- ◆ Net Revenue: gross revenue minus gross expenses

Fundraising progress and monitoring

It is important to monitor your fundraising plan's progress and the relative success of the various strategies you have used. The members of your fundraising team and your board of directors will require regular updates. If projections show that goals may not be met, you can ask team members for suggestions on how to improve results, or change or cancel strategies. Fundraising requires time and considerable thought to be successful. The more people you ask to donate, and the more options you use to solicit donations, the more opportunities to improve your likelihood of fundraising success.

Evaluating fundraising success

First and foremost, the success of a fundraising plan is measured by whether your organization has raised its fundraising goal amount. Other considerations to include in your evaluation are the number of:

- ◆ Contacts made with different community sectors
- ◆ New volunteers recruited
- ◆ New leaders identified
- ◆ New donors
- ◆ Renewed donors
- ◆ People attending special events
- ◆ Grants received

3. Identify administrative needs

Donor database

Even if it is as simple as having note cards listing each donor's name, address, and donation amount, having a donor database is an essential element of fundraising. The database will allow you to keep track of supporters. As well as recording their donation amount, the database should be used to note all telephone calls, e-mails, letters, and other communication to the donor. If you have access to a computer spreadsheet program, such as Excel, establishing and maintaining a computerized donor database will be easy. From this electronic database, you can merge letters and start to analyze fundraising data. While many large non-profit organizations have purchased specialized fundraising software such as Raiser's Edge, others such as Greenpeace have adapted common programs like Microsoft Access for their fundraising database. Selecting the right software is dependent on your organization's needs, computer abilities, and budget.

Accounting procedures and banking

Organizations that raise funds must maintain adequate accounting records. It is recommended that:

- ◆ Your organization check government regulations regarding the need to keep monthly bank statements, deposit books, month-end bank reconciliations, cheques (even those that have been cancelled or voided), journal entry forms, and accounting reports. In some countries,

organizations are required to keep such documentation for several years for auditing purposes.

- ◆ At the very least, original receipts, bank deposits, and journal entries should be kept to support your organization's fundraising database records.
- ◆ Access to fundraising account records is restricted. This is to ensure the privacy of the donor's financial information. Usually such records are kept in a locked filing cabinet that, at a minimum, is locked during off-hours.

Website

Websites have become a powerful communication tool in the last decade. They can provide easily accessible information about your organization, generate public support, and help you raise money. If your organization has a website, create a donation page to inform people about your need for their financial support and what their support will allow you to accomplish. Make sure this page is secure. In many countries, people are still wary about donating online. Their fears can be reduced in most cases by making prominent reference on the web page to the security procedures you have in place to ensure that their credit card information will remain confidential. Always offer donors the option of faxing, phoning, or mailing in their donation information to your office.

In addition to direct online donations, websites can be used to notify the public about your special fundraising events and the progress of your fundraising activities. You can post photographs of the people your organization has helped and photographs of the volunteers who are part of your fundraising team.

4. Create fundraising and marketing materials

Before creating fundraising materials, such as posters, flyers, newsletters, etc., ask the following questions:

- ◆ Who is your audience?
- ◆ What are you promoting?
- ◆ Do they have the time and willingness to read or view the materials?

- ◆ How will you encourage them to read or view the materials?
- ◆ What response do you want from the reader?
- ◆ What response mechanisms need to be in place (fax, mail, telephone number)?
- ◆ What tone should be used to convey your message?
- ◆ How much will the materials cost to produce?
- ◆ How long will it take to produce them?

Case for support

The case for support is one the most essential elements of fundraising. It is a document that:

- ◆ Provides prospective donors with a permanent reference material
- ◆ Establishes the legitimacy of your organization
- ◆ Outlines the problems you are trying to solve
- ◆ Shows what your organization does to solve the problem
- ◆ Explains how donations help

A case for support can be a pamphlet or one-page sheet. It does not have to be complicated but must provide a concise and compelling overview of why you are fundraising. This important document is highly useful when meeting with community leaders, government officials, and corporate leaders. Remember to tailor your case for support to the specific profile and criteria of the funding source to which you are applying.

Be careful in wording your case for support. Do not state that you need \$1,000 to hold a workshop. Instead, state that you need \$1,000 to bring together 28 people with hemophilia to show them the latest medical treatment advancements. Do not say that you require \$3000 to hire a secretary. Instead, inform the prospective donor that you require \$3000 to make monthly contact with 14 hemophilia treatment centres nationwide to keep the patient registry updated.

Testimonials

Testimonials are one of the strongest marketing tools. They are statements, usually written by a member of your community of support, that say nice things about your organization. When you use testimonials to add credibility to what you do, you're letting your community of support do the marketing for your organization. There are many ways to get testimonials. You can request letters of endorsement from the Ministry of Health, physicians, the people with hemophilia you serve, and the organizations with which you collaborate. Use the testimonials in your fundraising strategies. Mention them at special events and at meetings with foundations. Use them in your donation letters. If the testimonial is long, you can use a paragraph or a sentence to illustrate the endorsement. If the person providing the testimonial is famous, ask if you can use his or her photograph in your fundraising materials.

“A picture is worth a thousand words”

Using photographs and audiovisual materials will help bring your cause to life and help people understand the problems you are trying solve. Featuring a simple photo album of children at a summer camp, for example, will work wonders by showing that the camp provides an excellent opportunity to educate all family members about hemophilia and to treat many children efficiently. If you intend to include profiles of your members in a case for support, include a photo as well. Your case for support can be made using a portable Powerpoint presentation. Not only can such presentations be developed easily, they also cost less than print material, can be done in full colour, can be placed on your website, and can be quickly changed.

Writing for fundraising

Sometimes you may need to raise money for operational expenses such as hiring a new receptionist. Even such a need can be positioned so that it emphasizes the patients you will help. For example, you can inform people that you wish to ensure that XX more patients will be provided proper information and referrals to medical specialists each year, instead of stating that you wish to hire a new receptionist. When you inform people of your organization's achievements, do not start by telling them of

your internal financial needs. Instead, position your project by using language that emphasizes the patients you help.

- ◆ Number of people affected by hemophilia
- ◆ Number of people helped and how they were helped
- ◆ Types of people helped (children, men, women, disabled, what region)
- ◆ Number of people you could help with \$X more money
- ◆ Types of medical and psychosocial problems that you address

It is always better to prepare clear, concise fundraising materials that have a simple design. Unless you are targeting medical professionals, avoid using complex medical terminology to describe hemophilia. One of the best ways of ensuring your message is clear and that the fundraising materials are appropriate is to test the materials with representatives of your target audience. You can also review the fundraising materials developed by other organizations in your community to see what the current trends are.

Making it easy for the donor

Monthly donations are a simple fundraising option, although more so in established countries. Donors provide a cancelled cheque or provide you with their credit card information and a completed monthly donation authorization form, and send the information to your organization.

Once a donor has signed up, monthly donations are transferred from his or her credit card or bank account. For many people, donating on a monthly basis means being able to give more than they might be able to afford in a one-time contribution. Donors can budget their contribution in 12 equal payments and spread their donation over the entire year. The steady, regular nature of monthly donations allows your organization to plan ahead financially and spend less money on repeat mailings to interested donors.

You can also make it simple for someone wishing to donate by including an easily understood donation form with the initial request letter or pamphlet. A sample form can be found in the Appendix at the back of this monograph. This form should have space for the

donor to include his or her name, address, and telephone information, as well as a place to indicate the amount he or she wishes to donate. It is customary to offer the donor the option of donating a single, one-time gift or a monthly gift. If you have the ability to process donations by bank transfer, cheque, or credit card, indicate this on your form. Always include the full name of your organization on the form, as well as your address, telephone and fax information. It is a nice touch to include a reply envelope that is addressed to your organization. This saves the donor time and effort. If your budget permits, you can include a reply envelope with the postage already paid.

Saying “thank you”

When donors give your organization their money, they have established a relationship with you. This relationship can be short-term or long-term, much of which depends on how you thank your donors and involve them in the organization. Saying thanks is one of the most important aspects of fundraising. You can say thank you in more ways than sending a written note of appreciation. You can telephone donors, invite them to an event, allow them to tour your summer camp or hemophilia treatment centre, and put them on your mailing list. Board member involvement in thanking donors will show donors that the highest levels of the organization are aware of and appreciate their donation.

You should also thank fundraising team members. As with donors, your organization can thank team members publicly (for example, placing their photo in your newsletter, sending a letter to their employer, providing a recognition certificate or plaque), or privately (for example, sending them a personal letter or inviting the fundraising team member to lunch).

Fundraising sources

1. Government

For hemophilia organizations in both developing and developed countries, attracting support from government remains a critical issue. Once a traditional avenue of financial support for hemophilia organizations in the developed world, government funding has now become more difficult to obtain. Worldwide,

severe government cutbacks in the support of the non-profit sector are now the norm. On the other hand, many non-profit organizations from developing nations, including hemophilia organizations, have never had the luxury of receiving monetary support from government. Critical questions for hemophilia organizations in both developing and developed countries to answer include:

- ◆ Does your organization need to reposition itself (mission, mandate, activities) to maintain or attract government funding?
- ◆ What type of advocacy and networking needs to take place to position your organization with government? For example, how can our organization support government and become valuable to their mandate and interests? Are there projects that your organization and government undertake collaboratively that benefit you both?
- ◆ What other types of support can government provide to your organization? (See table, **Fundraising sources and non-financial support**, page 13; **Iranian case study**, page 15.)

2. Foundations and donor agencies

Foundations and donor agencies have a mission to support non-profit organizations working to better the community. They can either donate money towards a specific program activity or fund some of the general operating cost of a non-profit organization. More and more these days, foundations and donor agencies favour donating to programs that meet their precise interests. These philanthropic interests have usually been determined by the founder of the foundation.

Most foundations receive thousands of requests for support each year from non-profit organizations. Only a small percentage of these requests are granted. Your organization will have a greater chance of being among the lucky few receiving a grant if you spend time researching the foundation and developing a personal link to it. Many foundations and donor agencies publish their “granting” guidelines and a list of their board members. You can obtain this information by contacting them or,

increasingly, by visiting their website. Directories of foundations and donor agencies are also available for purchase from several publishers.

After making certain a foundation or donor agency's granting criteria matches the activities of your organization, you should ask your board members, staff, volunteers, physicians, and pharmaceutical company representatives if they have a business or personal connection to any of the foundation's board members or to organizations to which the foundation has granted funds in the past. If you can find a connection to the foundation, use it when making the request.

Read the foundation's grant "guidelines" to determine the correct procedures to request a donation or grant. Normally, the process involves sending the foundation or donor agency a two-page "letter of inquiry" that outlines the program for which you are seeking funds and provides a background on your organization. List your connection to the foundation upfront in the letter. For example, "Mr. Terrance Wong of XYZ Corporation recommended that (my organization) submit this application for funding support."

It is important to remember that foundations and donor agencies are made up of people and that your letter of inquiry should refer to your organization's credibility, passion, uniqueness, etc. (see Why people donate). If the foundation feels that your request for financial support matches its interests, foundation officials will ask your organization to submit a full proposal, including a detailed budget, a list of your board of directors, audited financial statements, your annual report, and possibly other supporting materials. Once your request is granted by the foundation, you will also have to report at specified times to the foundation on the progress of the project they have funded.

3. Corporations

Corporations have a mandate to raise money for their investors and shareholders. They do donate money back to the community, but often their donations are linked to their corporate interests. For example, if a corporation has an

interest in hiring educated workers, it is likely to donate to a university or academic training centre. If an organization relies on the physical environment to provide raw materials for sale, it will support environmental causes.

Pharmaceutical corporations have invested heavily in marketing their products to healthcare professionals and to establishing customer loyalty with consumers. Most pharmaceutical corporations producing hemophilia treatment products donate to charities that work for the welfare of people with hemophilia. Other healthcare corporations, such as equipment manufacturers, may also be interested in the hemophilia cause. This is not to say that other types of corporations will not be interested in supporting your organization. However, you will need to pinpoint how your organization supports their corporate and community interests. Similar to foundations, many corporations nowadays require you to submit a detailed proposal according to their guidelines. Often these guidelines can be found on the corporation's website.

4. Religious institutions and community groups

Many religious organizations as well as other community groups also give money to worthy non-profit organizations. Don't be afraid to discuss the needs of your organization with a religious leader or head of a community organization. Even if they cannot donate, they may be able to offer you the chance to speak to members of their group and ask for their support.

The most successful fundraising organizations are religious institutions. Some of the methods they use to obtain donations are worth noting. They:

- ◆ Use a respected and trusted leader to ask for donations
- ◆ Appeal to the donor's interests and beliefs
- ◆ Ask often, sometimes each week
- ◆ Ask a lot of people to contribute, no matter what their status in the community
- ◆ Make it easy for donors to give by taking cash donations and cheques in a convenient place

5. Individual donations

The individuals most likely to be interested in supporting your organizations are people who are linked to your cause in some way. These people are friends, family members, work colleagues and neighbours of people with hemophilia, board members, or medical professionals caring for people with hemophilia.

But don't be surprised if others are interested in supporting your organization too. Once a WFH volunteer with hemophilia sat beside a businessman on a plane and explained why he had a cast on his leg. The businessman gave him his card and asked to receive more information about hemophilia and the WFH. This example illustrates that you must be ready to tell people about the hemophilia cause and ask them for their financial support. Memorizing a short paragraph that explains the importance of your organization, its uniqueness, and how it supports people in the community will prepare you. In fundraising, such an introduction is called an "elevator speech". The meaning behind the term is that you should be able to present vital information about your organization to someone in a brief elevator ride.

Elevator rides are not the only opportunity you have to present information to people and get them interested in supporting your organization. Special events can be used to attract individual donors. Public awareness events can be used as a starting point to developing a long-standing relationship with people that will eventually lead to a donation. Fundraising events can also be used to develop a relationship with donors, but their primary purpose is to raise money.

Individual donors can also be solicited through direct mail. Direct mail always has a response component where the mail recipient is asked to make a donation. An e-mail, for example, can be turned into a direct mail tool by including a hyperlink to the donation page on your website. Traditionally, non-profit organizations use letters, brochures, donation cards, and newsletter advertisements to solicit donations from individuals.

The importance of a mailing list cannot be overstated. Addresses need to be up to date with the names of individuals spelled correctly, and the list must include people who believe in your cause. The same requirements form the basis for a successful telephone solicitation. Without correct phone numbers, names, and understanding of the person's interest in your organization, telephone solicitations will not be successful.

6. Major gifts

All people engaged in fundraising dream about meeting a wealthy person who will become enthusiastic about their organization and will donate large sums of money. These donations are often referred to as "major gifts". It is very rare for major gifts to be donated by someone who is new to your organization. Usually major gifts arise through a slow process of cultivating relationships with people who already support your organization in some way. For example, a person with hemophilia may have used your services in the past. He could become a contributor to your organization, providing a small donation each year. If you continue to properly acknowledge his donation, keeping him informed of and involved in your activities, you may be surprised that he is willing to donate a larger amount each year. He might also be willing to ask other family members, co-workers, and friends to donate.

If your organization is new to fundraising, don't spend time on conducting research on wealthy individuals if you do not already have a relationship with them. Use the time to creatively obtain donations from the people you already know.

7. Diaspora fundraising

Increasingly, organizations in developing countries are looking to their national communities abroad for fundraising. Countries such as the Philippines, for example, have large expatriate populations in Europe, the United States, Canada, and the United Kingdom. Tapping these populations for donations requires research and an influential contact person in the community abroad. Ask your board, volunteers, staff members and patients if they have a family member living abroad. This

person could serve as an initial contact to provide you with expatriate community information.

Cultural and business associations are also a good place to start building awareness in expatriate communities. You can find these associations on the internet or by conducting other research. If you send them an introduction letter, you can ask them to feature your organization in their newsletter or at their public events.

Fundraising activities: Special events

Special events are fundraising activities that involve people doing something in addition to giving or raising money. There are many types of special events: walkathons, raffles, dinners, talent contests, and auctions. Choosing an event that fits your organization requires a combination of creativity and understanding of the interests and behaviours of your target donor audiences. Usually special events require months of planning and significant volunteer time. More often than not they require an investment of considerable financial resources upfront before the event can take place.

How to pick the right special event

Special events are a favourite among non-profit organizations. To choose which type of event is suitable to your organization, ask yourself:

Volunteer and staff resources – How much time do volunteers and staff have to organize the event? Who will be the event leader? What contacts are required to organize the event and how can volunteers and staff help in making these contacts? What talents and skills are needed to organize the event?

Audience – Who do we want to come to the event? Does the event match the interests of this audience? How many people will realistically attend?

Image – Will the event hurt or improve the organization's image with patients, the board, and volunteers?

Timing – Is there enough time to plan the event? What other events are taking place around the time of our event?

Finances – How much will it cost to run the event? What are the expected revenues and costs?

Future – Can this event be held annually? Can the profitability of the event be increased over a number of years?

Table 1: Comparative table of fundraising revenue sources and activities

Fundraising sources/activities	Strengths	Weaknesses
Special events	<ul style="list-style-type: none"> • Can improve your public image as well as raise funds • Can be used to identify new supporters and build relationships with existing donors • Return on initial investment can be seen relatively quickly 	<ul style="list-style-type: none"> • Requires considerable upfront staff and volunteer time • Can require a large financial investment (food, hall rental, insurance, entertainment)
Direct mail	<ul style="list-style-type: none"> • Can reach a large number of people with your organization's message • Can segment the message delivered to different sectors of your community of support (people with hemophilia, physicians, volunteers, board members) and evaluate results 	<ul style="list-style-type: none"> • Cost of mailing can be prohibitive • Requires many mailings before substantial fundraising results are obtained • Public is inundated with direct mail, making it difficult to get your organization's message across • There can be a low response rate

Fundraising sources/activities	Strengths	Weaknesses
E-mail	<ul style="list-style-type: none"> • Can reach a large number of people for relatively low costs • Can segment the message delivered to different sectors of your community of support (patients, physicians, volunteers, board members) and evaluate results • Responses/donations are relatively quick, usually within four weeks of sending the e-mail 	<ul style="list-style-type: none"> • Must be followed up with other response mechanisms such as online donation options on your website, or an e-mail attachment of a donation form to be mailed or faxed in later • Donor confidence is still an issue. They are worried about online security, confidentiality being breached, or their personal information being passed around • People's in-boxes are flooded with e-mails, making it difficult for your message to get the attention it deserves
Corporations	<ul style="list-style-type: none"> • Can provide large donations to support an activity over a number of years • Increases your credibility amongst other donors • Can involve their employees in your activities, thereby increasing your community of support • Can provide in-kind donations (computers, paper, desks, etc.) 	<ul style="list-style-type: none"> • Must concretely state your organization's relevance to their bottom-line • Frequently corporations ask for access to your patients in return for their contribution • More and more corporations have instituted donation policies similar to that of foundations, meaning that you will be required to fill out many reports to satisfy their information needs
Foundations	<ul style="list-style-type: none"> • Can provide large donations/grants to support an activity over a period of years • Increases your credibility amongst other donors • Can assist your organization to improve your programs and activities 	<ul style="list-style-type: none"> • Low chance of obtaining a grant if your organization does not have a direct connection to the foundation • Response to grant request may take three to six months • Progress reports and evaluations required by foundations can be time-consuming • Funds are given according to strict guidelines
Direct sales (selling T-shirts, buttons, CDs, baked goods, etc.)	<ul style="list-style-type: none"> • Can increase awareness with select publics or the general public • Relatively easy to produce • Can be attractive to corporations and business groups 	<ul style="list-style-type: none"> • Requires careful planning of sales opportunities (conferences, family events, workshops, etc.) • Can require substantial volunteer and staff time to sell items • Return on your investment tends to be low

Table 2: Fundraising sources and solicitation methods

Fundraising source	Written communication: letter, e-mail	In-person visits	Network/referrals	Special events	Multimedia (commercials, ads, film)
Government	x	x	x		
Foundations & Aid organizations	x	x	x		
Corporations	x	x	x	x	x
Religious institutions & community groups	x	x	x	x	x
Individual donors	x	x	x	x	x
Diaspora	x		x	x	x

Table 3: Fundraising sources and non-financial support

Fundraising source	Publicity	Endorsements	Volunteers	In-kind supplies (e.g., office equipment)	Tax benefits/Licensing
Government	x	x	x		x
Foundations & Aid organizations					
Corporations	x	x	x	x	
Religious institutions & community groups	x	x	x	x	
Individual donors		x	x		
Diaspora	x	x	x	x	

Fundraising code of ethics

Donors have the right to keep their personal and donation information confidential. They will be upset with your organization if you inform others without asking them first for permission to publicize their contribution, or give out their personal information to other organizations. They will also be upset if you use their donation for activities other than those originally stated. Building a strong relationship with donors is critical. It costs more to attract a new donor than it does to retain an existing donor. Having fundraising privacy guidelines or adopting a fundraising code of ethics will help your organization manage donations properly. It will ease any worries that fundraising team members have before they ask someone else for a donation, and it will ease worries of donors.

Appendix 1: Sample donation form

Join our global caring community

THE WORLD FEDERATION OF HEMOPHILIA INVITES YOU TO BECOME A SUPPORTER. JOIN US TODAY IN HELPING THOUSANDS OF PEOPLE AROUND THE WORLD STRUGGLING WITH LIFE-LONG, INCURABLE BLEEDING DISORDERS. WE'LL USE YOUR CONTRIBUTION TO:

- ❖ Distribute donations of humanitarian aid to people with hemophilia in need throughout the world.
- ❖ Provide healthcare professionals with the skills they need.
- ❖ Educate parents with children and family members with hemophilia.
- ❖ Share vital information around the globe on topics such as blood safety.

Yes, I want to support WFH's vital international work in more than 60 developing countries.

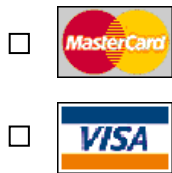
\$ 50 \$ 100 \$ 200 Other \$ _____

Contact Information

Name: _____ Organization: _____
 Address: _____
 City: _____ Province: _____ Postal Code: _____
 Telephone: _____ Fax: _____ E-mail: _____

I'd like to make by contribution today.

- My cheque or money order is enclosed, payable to the *World Federation of Hemophilia*.
- I will pay by:



Account number: _____ Expiry Date: _____
 Name on card (please print): _____
 Signature: _____

The World Federation of Hemophilia is a charitable organization registered with the Canada Revenue Agency.
 Our charitable number is: 10822 2050 RR0001.
 An official tax receipt will be sent to you for your donation.

Thank you! Every dollar you give helps the lives of others.



World Federation of Hemophilia, 1425 Rene-Levesque Blvd. West, Suite 1010
 Montreal, Quebec H3G 1T7 Canada; Tel.: 514-875-7944; Fax: 514-875-8916

Appendix 2: Case studies

Quebec hemophilia society tackles retail bookselling market

By Florence Bourdeau of the Quebec chapter of the Canadian Hemophilia Society

The Quebec chapter of the Canadian Hemophilia Society (CHSQ) announced in fall 2005 that its giant story colouring books were available for purchase in bookstores throughout the province. It was a big step for the CHSQ, which had previously sold the children's colouring books through its volunteer network and kindergarten network.

With two retail partners – Renaud Bray, the biggest bookstore chain in Quebec, and Brault et Bouthiller, which specializes in providing books for schools and kindergartens – the CHSQ is well positioned to increase its fundraising success. The giant colouring book, which measures 17 x 22 cm, had already been a top seller due to the efforts of a volunteer committee. Ten years ago, fewer than five volunteers were selling thousands of books throughout Quebec. They mainly used their network of friends, family, and schools to market the book. This effort laid the foundation for a more diversified approach to marketing and fundraising.

During the past few years, the CHSQ started selling the books to various companies. Some of the companies bought the books to give to employees as Christmas presents. Others took the opportunity to buy the books and hand them out to nationwide grassroots organizations. CHSQ also made in-person and written contact with school boards to explain how the book could be used in daycares. These efforts opened up another market for the colouring book.

As the colouring book became a prime fundraising strategy, staff became more involved in its evolution. Two award-winning artists famous for their work in children's literature were brought on board and a new concept emerged. The colouring book became a collectible storybook for children with the creation of the main character, Brimblehorn. Two Christmas storybooks were published followed by a "Brimblehorn's Birthday" book

that could be sold all year round. The storylines of the books do not deal with hemophilia or healthcare issues, and are suitable for children aged 3 to 12. The artists were paid a token sum and helped in the marketing of the books by making public appearances at bookstores and other venues.

The fundraising committee, made up of staff and volunteers, is now responsible for selling more than 5,000 books each year at a cost of CAD \$7 each. They also manage the collaboration with the writer, illustrator and translator. Production and printing of the book and negotiating with the bookstore chains is the fundraising committee's responsibility as well. A bar code placed on the back cover of each book aids staff in accounting for sales made from the different venues. Through this, staff can analyze how different sales strategies have worked.

It takes a full year and the commitment of one staff person working part-time and four key volunteers to get a book ready for market. The CHSQ earns an average of \$4 for each book sold. Net profits from book sales have ranged from CAD \$30,000 to \$60,000 annually. They expect a substantial increase in fundraising results through their partnership with bookstore chains.

Conducting a successful capital campaign to build a comprehensive care centre

By Aliakbar Tchupan of the Iranian Hemophilia Society

Seven years ago, members of the Iranian Hemophilia Society (IHS) began work on a most ambitious project – constructing the first comprehensive hemophilia care centre in Iran.

Our story began as we learned about comprehensive hemophilia care in World Federation of Hemophilia publications. Due to the inadequacy of hemophilia care in governmental hospitals, building a comprehensive hemophilia care centre in Iran's capital city, Tehran, became the prime objective of the IHS. The centre would serve a patient population of 6,200 in Iran as well as support people with bleeding disorders in neighbouring countries. Knowing nothing about fundraising methods, we had already taken the first and

most important step in fundraising - having a real goal that people can understand

Our savings were nearly US \$ 80,000. We were absolutely unaware of the amount of money that was needed to build a comprehensive hemophilia care centre. When we created a preliminary budget, we learned we had to raise at least US \$4 million. A ruined house in Tehran was found for sale for US \$200,000. With a prepayment of US\$60,000, the property was purchased and our fundraising challenge began.

What could be harder than renovating and restructuring a ruined building and turning it into a charitable treatment centre relying on generosity of people living under economic hardship? We needed to do a lot to get the process started: preparing the plan for the treatment centre according to the criteria of the Ministry of Health, obtaining a building permit from city authorities, technical facility planning and electric installations, finding adequate construction materials such as cement, bricks, steel frame, stone, tile, bathroom equipment, etc, but above all, we needed money! And we needed donors for that.

At the IHS, we formed a fundraising committee made up of a dedicated physician, family members, and patients to identify potential donors. In total, 10 volunteers were involved in the fundraising process. We approached corporations, organizations, and individuals. A range of different fundraising techniques and activities were used: direct mail, telephone solicitation, charity bazaars on New Year's eve, concerts, artwork and handicraft exhibitions, dinner or lunch events for groups, and appeals to other charity foundations.

Among all these techniques, in-person solicitation was the easiest source to gain large sums of money. In-person solicitations resulted in donations up to US \$70,000. This fundraising method also worked perfectly well for obtaining structural material from people involved in the construction business.

At the beginning, when we invited potential donors to the site, they could hardly believe us and were skeptical. Nevertheless, as the project evolved, our cause became more tangible and

attracted more attention. Prospective donors were impressed to find out about the extent of our dedication.

Gradually, as we were neared the end of the construction stage, an urgent need for hospital and medical equipments emerged. We decided to approach the pharmaceutical industries that do business, or have businesses, in Iran. Depending on the size of their businesses, we asked them for sophisticated laboratory equipment, dentistry units, computers, or furniture. The pharmaceuticals donated the equipment we needed. These donations were unrestricted and we were not obliged to undertake any responsibility in favour of industry.

With the construction and building renovations completed, a new challenge emerged. We had to properly manage the centre, both the administrative and medical operations. The government wasn't going to provide IHS with direct financial assistance, but did provide us the exclusive license to distribute factor concentrates in Tehran. This was, and continues to be, a needed source of income.

We also looked towards our donors for continued support. Setting up a group of deeply committed donors to pay monthly has saved our centre by providing enough funds to pay for the salaries of the staff. The need to preserve our capital assets drove us to enforce appropriate management skills and train our staff. Over the past five years of hard work, we have reached an appropriate level of performance in delivering health care services to the people with bleeding disorders and their families.

In total, IHS raised US\$4 million in monetary and in-kind donations over seven years towards creating the first comprehensive hemophilia care centre in Tehran. The centre is valued as an independent medical leader throughout the Middle East. It stands as a testament to our craft, skills, teamwork, and, above all, our will to succeed.

Appendix 3: Resource materials

Internet resources

US Corporation for Public Broadcasting's website provides a basic guide to grant writing.

<http://www.cpb.org/grants/grantwriting.html>

Charity Village ca: This Canadian site is chock full of information on philanthropy. It includes a section filled with articles on fundraising ranging from volunteer recruitment and special event management to corporate sponsorship.

<http://www.charityvillage.ca>

The European Foundation Centre includes a database of European corporation and foundation funders. You can search funders by their interests. <http://www.efc.be/>

ephilanthropy.org: Everything you ever wanted to know about online fundraising can be obtained through this site. While it may take time to get find information you need, it's well worth the search. Check out their Global Non-Profit Resource Centre.

<http://www.ephilanthropy.org>

The Foundation Centre This website hails itself as the "gateway to philanthropy on the world wide web". It includes breaking philanthropy news, a "learning lab" with a course on proposal writing in English, Spanish, Chinese and Russian, and much, much more.

<http://www.fdncenter.org>

Online fundraising magazine: subscription to this online fundraising magazine is free. Articles from every monthly edition are presented on the homepage, covering topics such as special events and direct mail.

<http://www.fundsraiser.com/>

On this site, you will find helpful links to online fundraising resource, newsletters and books.

<http://www.fundraisingdirectory.com/FundResources.htm>

A Toolbox of information and links to online fundraising information and associations. Click on the button "For Everyone" and enter the section "Tools for Nonprofits."

<http://www.idealists.org/tools/index.html>
Idealist.org

Non-Profit Guides offers free web-based grant-writing tools for non-profit organizations, charitable, educational, public organizations, and other community-minded groups.

<http://www.npguides.org/index.html>

United Way of America provides an excellent website section on outcome measurements that can be used to evaluate your program and show your success to funders.

<http://national.unitedway.org/outcomes/>

There's an online section with approximately 20 sample fundraising letters that is worth looking at.

<http://www.letterrep.com/>

Resource Alliance: is an international organization based in the United Kingdom. Their website includes information on fundraising conferences and workshops for non-profit managers in every region of the world. The website also provides free access to guides on how to write funding proposals and how to find new donors. You can also find copies of presentations given by fundraising experts on such topics as direct mail, fundraising from local community sources, fundraising from the corporate sector, and finding and training fundraising volunteers. You may have to become a member to gain access to some information, but membership is free!

<http://www.resource-alliance.org>

Tech Soup: If your organization is interested in online fundraising or establishing a donor database, look no further than Tech Soup to help you. This wonderful site provides basic information and worksheets to help non-profit organizations solve technical problems.

<http://www.techsoup.org>

Books

Klein, Kim. *Fundraising for Social Change* This best-selling book provides great advice and insights for small non-profit organizations that wish to raise funds effectively. Now in its fourth edition, the book is legendary and widely read by fundraising novices and specialists alike.

Flanagan, Joan. *Successful Fundraising: A Complete Handbook for Volunteers and Professionals* This step-by-step book takes the reader through a complete overview of cultivating relationships with donors, developing fundraising plans, and integrating fundraising with other non-profit organization activities.

Dove, Kent. *Conducting a Successful Fundraising Program: A Comprehensive Guide and Resource* Author: Kent Dove. This thorough guide provides all the information your organization will need to start and sustain a fundraising program.

