



# Working Together for a Better World

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for tools and guidance

*Through Strategy, Teamwork, and Leadership*

*I'll take you on a journey to new places*

## Total Organization Fundraising™ The “New Fundamentals” of Fundraising

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### 1. Barriers to Successful Fundraising

Most organizations currently have serious problems with their fundraising. The question is why.

- Lack of fundraising culture (the #1 issue)
- Uninvolved CEO and Board
- Not responding to your donors
- Conflicts with national affiliates
- Just hoping it works (not planning to make it happen)
- Not seeing it through (patience, as it takes 3-5 years)
- Not having an appealing cause or not making the cause appealing

Fundraising is a serious business. It succeeds or fails. There aren't many funny jokes about it.

### 2. Trends Affecting the NGO World

The changes affecting us today are greater than ever before.

- Globalization
- Privatization
- Democratization
- Communications
- Government social cuts
- Stronger and more important NGOs

There is increased competition among NGOs. NGOs need to respond to these trends in order to thrive in the future.

### 3. What Do Donors Expect from NGOs?

Donors are in fact paying for a service from an NGO to be delivered to someone else. They also feel they are shareholders in the organization they support. Their expectations are high.

- Integrity and transparency
- Program effectiveness and success
- Operational efficiency
- Excellent service and reports on the use of their money
- Meeting an important need

Donors want the best value they can get for their contributions. NGOs delivering more value receive more funds.

#### 4. What Is Total Organisation Fundraising?

Total Organisation Fundraising unifies an organisation's culture, strategy, method and management to achieve desired fundraising results.

- All activities, staff and policies are committed to this goal
- Fundraising and programme are in harmonious balance
- The result is neither donor driven nor programme obsessed
- An organization focuses on fundraising as on program
- This requires:

Leadership	Values and Culture
Management	Strategy and Method
Fundraising effort	Training and Monitoring

Total Organization Fundraising leads to organization growth.

#### 5. How do you create Total Organisation Fundraising™?

Total Organisation Fundraising is achieved through leadership, management and, when needed, outside support.

- Develop a comprehensive, integrated, strategic fundraising plan
- Create an organisation-wide fundraising culture
- Find and implement appropriate new fundraising approaches
- Train fundraising staff and develop organisation-wide support
- Monitor progress and evaluate results

Total Organisation Fundraising succeeds where other fundraising approaches have not.

#### 6. Why Have a Fundraising Culture?

Culture is the glue that binds a group together in common activity.

- A fundraising culture unites all staff in the importance of fundraising
- Fundraisers who are told to "Do the job yourself" generally fail
- Grafting new fundraising techniques onto old systems does not work
- Organisations without a fundraising culture are not growing

A strong fundraising culture is a fundamental precondition to fundraising success.

## 7. What Is Fundraising Culture?

Fundraising culture is to know and exceed the expectations of your donors. It can be expressed many ways and gets everyone working in the right way.

- Get to know donors better
- All staff fundraise and meet donors
- CEO and Board fundraise
- Fundraising attractiveness
- Integrated and coordinated efforts
- Responsive donor service by all

Culture is complex and it takes 18-24 months or more to develop a strong fundraising culture.

## 8. Key Elements of Public Accountability

As institutions in the public interest and depending on other people's money, NGOs have a clear responsibility to public accountability.

- Good governance
- Transparency and honesty
- Truthful fundraising appeals
- Use of funds per donor expectations
- Sound and accurate finances
- Complete, accurate & timely reports
- Willingness to correct mistakes

An organisation should prepare, follow and publicize a Code of Ethics.

## 9. Why Have a Strategic Fundraising Plan?

Most NGOs have a strategic plan for their program activities.

A plan for fundraising is equally important.

- Improve performance
- Focus on critical issues
- Clarify future direction
- Get everyone working together
- Take control of events
- Use resources well
- Fundraise as an investment
- Raise more money

Organizations that have a strategic fundraising plan are more likely to reach their revenue objectives.

## 10. What Is Good Fundraising Management?

Everything depends on good management of the fundraising function.

- Meet donor needs and expectations
- Show you are better and can use donor funds better
- Train and support staff and board in their fundraising efforts
- Manage fundraising for results and monitor progress
- Manage with excellence and ethics
- Believe, be positive and never get discouraged

Other fundraising management tools are creativity and innovation, competition analysis and benchmarking, outsourcing and other good business tools.

### **11. What Are the Basic Responsibilities of Staff Contact?**

A specific staff person is responsible for all aspects of the relationship with each donor or donor group.

- Ongoing research
- Strategy to develop the relationship
- Involve and prepare others who will meet the donor
- Make sure the contact takes place and the right things are said
- Follow up all contacts
- Maintain up to date status reports
- Plan the next contact

These basic and important staff responsibilities are often ignored.

### **12. As the Secretary General/Executive Director, What Can I Do Right Now?**

Simple things you can do by yourself.

- Make a personal commitment
- Communicate that fundraising is important to your organization
- Ask the next 10 donors you meet: “How are we doing?”
- “How could we do better?”
- Assess your situation impartially from a donor viewpoint
- Put fundraising on the agenda for board, management, and staff meetings

Just do it!

### **13. What Can I Do Over Time?**

Complex strategic choices requiring extensive thought and work

- Decide seriously whether to grow or not
- Change the organisation’s culture
- Get a Long-Term Strategic Fundraising Plan
- Invest in fundraising
- Mobilize the organisation
- Get a fundraising Board (Honorary Council or Development Committee)
- Focus on core competencies valued by donors or affiliates

- Redesign global structures to be effective in the 21st century

In response to your fundraising barriers, global trends and donor expectations, these actions more than any others will determine your NGO's future.

#### **14. Great Fundraising Breakthroughs**

There are many examples of fundraising success.

- Dutch TV fundraising in Germany
- Olympics corporate sponsorships
- Japanese child sponsorship
- Italian tree program
- Endowed chairs/core costs/buildings

Never accept "It won't work here." Look around for successful examples.

#### **15. What to Do When You Need Money but Have Little to Invest**

Smaller and new NGOs face additional problem of having little money to invest in fundraising.

There are answers.

- Go to your best sources first and most frequently
- Lead your best donors in making greater contributions
- Improve your renewal and upgrading appeal to current donors
- Determine current donor profile and look for more like them
- Innovate low-cost approaches to find new donors and funds
- Build donor acquisition on program and advocacy activities

Support creativity, innovation, and risk taking.

#### **16. What To Do When Donors Will Not Respond After You Have Tried Everything?**

If you cannot raise enough money, it is time to look at the basics. Organizations should periodically reassess their most fundamental principles in light of current or changing realities.

- Accept being a small NGO and focus on its advantages
  - Create models or prototypes for other NGOs
  - Advocate your views to influence others
- Recognize the disadvantages you face in fundraising
  - Allocate a larger portion of your funds to fundraising
  - Fundraise more to compensate for low response
- Keep your mission as it is
  - Change what you do to achieve your mission
  - Change how you do it
- Modify or modernize your mission
  - Stay true to your real goal
  - Revise it to make it more appealing to more people

- Make a substantial change in your mission
  - Address the same issue but in an entirely new way
  - Move on to a related issue that is just as important

A board and senior staff retreat is a good step in this process.

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