

PART TWO

Fund Raising in Asia

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Fund Raising Principles and Best Practices

After exploring the world within which NGOs operate, and discussing their roles with respect to the different sectors of society, this next section examines fund raising principles and best practices drawn from the professional experience at Venture for Fund Raising and 112 Asian case studies documented in this project. Below is a summary of the fields these organizations operate under. Please note that because some organizations work in more than one field, the total is greater than the actual number of case studies.¹

Field	Number	Percent of total
Education and Culture, Schools and Training	37	26
Health and Medical, Hospitals	35	25
Aid to Children and Youth	17	12
Aid to Young Ladies and Women	15	11
Income-Generating Project and Micro -Enterprises	9	6
Concern for the Environment and Wildlife	9	6
Miscellaneous (e.g., elderly, shelter, refugees, religion)	18	13
TOTAL	140	

The succeeding analysis is not an exhaustive and conclusive study, but it highlights innovative and outstanding fund raising principles useful to other NGOs in the region.²

Fund Raising: Its Definition and Importance

“If NGOs were beggars, and we just kept on begging, there would be no chance to grow. Nobody can grow as a beggar... If NGOs want to survive, they have to rely on themselves. They cannot keep on begging.”

— Mr. Mechai Viravaidya, Founder
Population & Community Development Association
Thailand

The need for fund raising has achieved prominence within the last few years because of a shift in international funding priorities, and the decline of foreign aid. NGOs all over the region are beginning to feel a crunch in their operating and program budgets, and are compelled to seek alternative fund raising strategies to keep their organizations afloat. Now, more than ever, non-profit leaders are challenged to forego the easier task of grant proposal-writing, to build their own constituencies and mobilize local support.

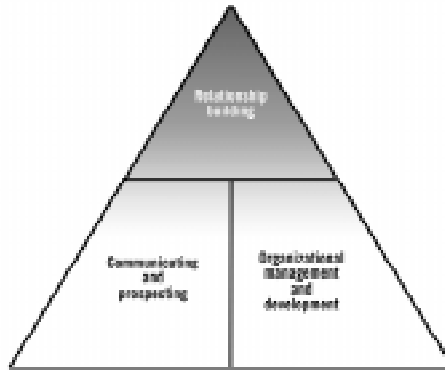
Facing up to this challenge takes more than learning the technical skills and techniques of fund raising, as it also involves the complex and delicate task of building relationships with other people who share similar values and goals, and upon whom our organizations can rely for support.

Thus, **fund raising** may be defined as:

A **management process** that involves **identifying people** who share the same values as your organization, and taking steps to **manage that relationship**.

Source: Venture for Fund Raising, Basic Course on Fund Raising, 2001.

Looking closely at this definition, one can see that fund raising is actually a process that involves three integrated concepts:



For each of these concepts, key principles have been outlined based on the lessons gleaned from the studies. These are discussed and illustrated in this chapter, to provide readers with an integrated model of best fund raising practices in the Asian region.

Organizational Management and Development

Organizational management and development is a fundamental of fund raising, as it involves establishing and strengthening organizations, and preparing them for the fund raising process. In this process, NGO leaders must identify the organization's vision, mission and goals, establish enabling systems and processes, streamline roles, and manage human, material and financial resources.

In order to do all these effectively, one must remember the following key principles:

Key Principles

1. Fund raising is just the means to an end—your vision!
2. Fund raising is a team effort, and involves:
 - The institution's commitment to fund raising.
 - Acceptance of the need for fund raising.
 - Institutional fund raising priorities, policies and resource allocation.
3. The responsibility for an institution's fund raising effort is shared by the Board, the President or Executive Director, and Fund Raising Officer.
4. You need money to raise money
5. There are no quick fixes in fund raising

Fund raising is just the means to an end—your vision!

Before an organization can take on the challenging task of raising resources, it is essential for the people involved in it to first know what aims they are striving for. They must be able to paint a picture of their ideal future (vision), know what steps to take towards building that future (mission), and set standards upon which their progress will be measured (goals).³

A clear vision is an organization's ultimate destination, its mission is its roadmap, and its goals are its road signs. Without these, fund raisers and organizations may still be able to raise funds, but they run the risk of implementing activities that convey different messages which actually run counter to each other, and project the image of a disjointed organization. In the end, this may waste an organization's resources, destroy its credibility, and prevent it from fulfilling its commitment to its constituency.

Most of the organizations studied maintained the same vision and mission, and developed their fund raising activities around these concepts. For instance, the **Hunza Environmental Committee of Pakistan**, an organization dedicated to environmental education and cost effective waste disposal, raised funds through eco-tourism and fertilizer sales. On the other hand, **Dharma Wulan Foundation from Indonesia**, an organization providing assistance to the elderly, raised funds from wealthy elderly citizens, discount cards, and membership drives.

Of course, there were also some instances when the “fit” between the

mission and the fund raising techniques became hazy as unique opportunities (e.g., concerts, sponsored events, gala activities) arose. According to the cases, this is not a major issue, however, because “givers did not seem overly concerned as long as the purpose and use of the funds was clear to the givers.”⁴

Fund raising is a team effort.

Financial resources are an organization’s lifeblood, and its leaders should ascertain an environment that is conducive to fund raising and building partnerships. First of all, an organization’s members must acknowledge the need for fund raising, and must forge a commitment to undertake this task. After all, with the decline in foreign aid, and hundreds of thousands of non-profit organizations competing for limited resources all over the region, an organization must demonstrate a certain level of dedication to the fund raising process for it to acquire the support that it needs to be financially sustainable.

Organizations must operationalize this commitment to fund raising through the establishment of clear policies, procedures and systems, and must also be ready to invest a commensurate amount on human, technical or material resources to make fund raising activities more efficient. Examples of policies would be the setting up of clear guidelines on whom to fund raise from and how to politely refuse donations from individuals or organizations whose values may conflict with those of the organization. Likewise, examples of investments that may be made to advance fund raising in the organization would be the hiring of a professional fund raising staff, allocation of a budget specifically for fund raising and communication activities, and so on.

Fund raising is the means to an end—your vision!

“When we started we did not even think of money... We were passionate about our goals... We thought we were going to help a few people and could raise money from some well-wishers. But then our goals kept enlarging. From helping a few people we wanted to make it a movement. From relief, we wanted to go into rehabilitation and from there to empowerment and counseling. From a small cramped shelter we wanted a spacious, free and conducive environment for our women. So our fund raising needs grew and grew.”

— *Vaishnavi Jayakuman,*
co-founder of The Banyan, India

The responsibility for an institution’s fund raising effort is shared by the Board, the President or Executive Director, and the Fund Raising Officer.

Although everyone in an organization should participate in the fund raising process to some degree, it is also inevitable for key members of the organization to uphold certain responsibilities. As evidenced by many case studies in this research, an organization’s board members are usually its fund raising champions, as most of these individuals have acquired a certain status in society, and have a wide network of friends and partners who may be willing to support non-profit organizations. However, it is still inevitable for some charismatic personalities in the board to take on more of the “front-line” fund raising responsibilities, as others are comfortable providing valuable advice and contacts.⁵

Fund raising is a team effort

In order not to centralize the fund raising program exclusively on Abu Syaqui and some board members..., the management of the foundation assigned new personnel and divisions that would focus mostly on fund raising programs. Those divisions were (i) Division of Fundraising and Donors Networking, which specialized in finding new regular fund donors to support the routine programs and operational cost of the foundation; (ii) Division of Qurban Saving Program, (iii) Division of Charity Box Program, and (iv) Division of VCD that deals with... temporary fund raising programs. The Board also assigned a special division of volunteers to conduct recruitment and supervision of all volunteers.

– *Case study,*
Dompet Sosial Umul Quro (DSUQ),
Indonesia

In summary, an organization’s board must be responsible for the following:

- The establishment of the organization as a legal entity
- Interface of the organization with the community
- Stewardship of the organization’s vision and mission, its policies, programs, and resources
- Evaluation of the board’s own composition and performance⁶

As the board’s role is more advisory than executive, except in cases where the organization is seeking the support of major donors and high-profile, high-net-worth individuals, it is important for them to have executive counterparts in the staff level. These fund raising officers and professionals are responsible for activating fund raising functions, managing the fund raising process, and reflecting the ideas and vision of the board

members. Moreover, they are also expected to take on some administrative tasks, such as:

- ▶ Planning fund raising programs and activities
- ▶ Reviewing donors' giving history
- ▶ Assisting in major gift solicitation (although board members usually take the front seat in this activity)
- ▶ Serving as contact persons of the organization
- ▶ Suggesting prospects
- ▶ Developing strategies for raising additional resources, or increasing the organization's constituency base⁷

You need money to raise money.

This may perhaps be one of the more important principles of fund raising, as it indicates organizational commitment to the objective through the allocation of resources. Unfortunately, it is also one which is often neglected, as some fund raisers believe that they can generate resources merely through word of mouth, or through the generosity and status of their board members. While fund raising through word of mouth and personal contacts has worked for some organizations, it must be remembered that fund raising is a management process, and would require at least *some* expense for the following activities:

- ▶ Prospect identification
- ▶ Prospect research
- ▶ Prospect / donor cultivation
- ▶ New donor recruitment
- ▶ Gift processing
- ▶ Donor appreciation, recognition and upgrade
- ▶ Record-keeping and monitoring

The Indiana University Center for Philanthropy prescribes some guidelines for Reasonable Cost Per Dollar Raised vis-à-vis different categories of fund raising activities:⁸

Category of Fund Raising Activity	Reasonable Cost Per Dollar Raised
New donor acquisition	Up to \$1.50 of gifts raised
Special events	Up to \$0.50
Donor renewal	Up to \$0.25
Major gift / capital campaign	Up to \$0.15
Planned giving	Up to \$0.15
Grant seeking	Up to \$0.20

Venture for Fund Raising, on the other hand, cites the average cost of direct mail, a fund raising technique often used in different Asian countries:

Country	Approximate \$US equivalent*
Nepal	US\$ 0.19
Japan	US\$ 3.75
Singapore	US\$ 0.40
Malaysia	US\$ 0.65
Indonesia	US\$ 0.20 to US\$ 0.40
Philippines	US\$ 0.48 to US\$ 0.58
India	US\$ 0.10 to 0.19

* Computed at an approximate exchange rate of Php52:US\$1
Source Venture for Fund Raising, *Basic Course on Fund Raising*, 2001

There are no quick fixes in fund raising.

Organizations that have successfully raised funds have realized that the preparation of successful fund raising activities may take as little as a few days, to as much as several months. This is because a certain amount of preparation has to be done *prior to* the fund raising event, and involves asking the following questions:⁹

1. Where is the organization now?

Involves an assessment of the organization's vision and mission, its fund raising history, the productivity of its fund raising techniques, its staff resources and office systems, and its current constituencies and markets.

2. Where does the organization want to be?

Involves the establishment of fund raising goals and objectives, identifying donor segments/target markets, identifying prospects in each segment, examining fund raising trends, and targeting constituencies that have been identified in the first step.

3. How can the organization get there?

Involves an examination of current organizational roles and practices, aligning the board and the staff in terms of program directions, cultivating existing donors, selecting fund raising vehicles to use, assigning roles and responsibilities, establishing timelines, recruiting volunteers and maintaining good relations with the public.

4. How will the organization do this?

Involves mapping out the fund raising plan; budgeting/allocating resources for fund raising activities; setting up systems and policies for donation processing, acknowledgment, recording, receipting and reporting; donor and volunteer recognition; and new prospect research.

There are many fund raising techniques to choose from, depending on an organization's vision and mission, and its fund raising objectives. Based on the case studies, the following techniques are used:

Fund Raising Technique	Number	%
Special Events	31	16
Product Sales	28	14
Subscription and Membership, Other Fees	26	16
Mail and Media Campaigns	20	10
Publications	16	18
Rental of Facilities and Assets	14	7
Religious Giving	12	6
Training and Consulting Services	11	6
In-kind Donations	9	5
Savings and Credit Schemes	9	5
Others (tours, payroll, expatriate, bequests)	19	10
TOTAL	195	

On Volunteers

What is perhaps most unique about the Edhi Foundation is that it has managed to attract such a large and committed volunteer base. Today there are over two thousand volunteers, comprising zonal heads, workers at several Edhi Homes, clerks at the Edhi Centers, workers at maternity homes, drivers for ambulances, doctors, architects, lawyers, accountants and other professionals.

Most of these volunteers have been inspired by Edhi and are willing to dedicate their efforts to a man who has taught them the value of self-help.

— Case study,
The Edhi Foundation, Pakistan

5. How will the organization know how successful it was?

Involves an objective evaluation of the effectiveness of programs being supported, vis-à-vis established objectives, goals and targets. This may be done by looking at an activity's return on investment, the target market's response rate, or the average donation received. It may also be seen in terms of the development of a larger constituency base, or the nurturing of volunteers as champions of the organization.

Professional Fund Raising

CIF (Concern India Foundation) has a group of well-trained and professional fund raisers. In its fund raisers, CIF looks for and nurtures traits such as strong communication skills, (goal-orientedness) with an ability to think creatively and present oneself effectively along with a strong belief in the work. Each of the six branches of CIF has a Resource Mobilization Manager and a Products Manager. The Resource Mobilization Manager heads the Resource Mobilization Team consisting of a corporate department, schemes department and events department. The products team is further divided into general products and exclusive products. Most of the members of these two teams are professional with experience in sales, marketing and hospitality. CIF has an induction program to orient the new team members on the philosophy of the organization and its resource mobilization initiatives...

— *Case study,*
Concern India Foundation,
India

It is evident from the key principles outlined above that fund raising does not start nor end with the execution of a single activity, or even a series of similar activities. It is a continuing process that begins with the establishment of an organization, and develops in complexity as the organization matures. Younger organizations may find that raising funds is their greatest challenge, but other, more established, organizations may find that it is actually a greater challenge to maximize their returns on resources raised. Clearly, it takes prudence, objectivity and proficiency to manage the fund raising process, but it also takes some amount of goodwill and well-established relationships to ensure the financial sustainability of organizations. The next chapter discusses the role of communications and good public relations in fund raising success.

Communication and Prospecting

Once an organization has ascertained its readiness for fund raising, it must then take on another challenge: to ensure its long-term sustainability and development by acquiring donors and maintaining a sizeable constituency base. Just as any other relationship begins with connecting to other individuals, so does a relationship with a donor or partner begin with the idea that both persons or organizations share similar values and interests. Once this has been acknowledged, both parties must make a conscious effort to strengthen and nurture the relationship, so that it becomes more productive and fruitful for both parties. In summary, the key principles for donor prospecting are:

Key Principles

1. Fund raising is FRIEND raising.
2. People don't give money to causes; they give to PEOPLE with causes.

► **Fund raising is FRIEND raising.**

One important lesson for many organizations featured in the case studies is that, more often than not, financial support is the *result* of a relationship with a donor, and not its *goal*. Before an organization receives support from an individual or another organization, it must first have gained the trust of the other party. As with all things, this may not be easy to do, and often requires a long process of “getting to know” one’s partner. In order to do this well, organizations would have to gather information on prospective donors and find ways to convert them into productive partners of the organization.

In order to determine whether an individual would make a good donor, an organization would do well to ask itself the following questions:¹⁰

- **Connection** – Do we have a connection to the donor? Do we know anyone who can introduce our organization to the prospect?
- **Capability** – Can the prospect afford to donate to the organization? If not, may he still be able to contribute to the organization in other ways?
- **Concern** – Are the prospect’s values and interests aligned with those

of the organization? Is he someone who will genuinely care about the welfare of the organization and its beneficiaries, and not only worry about its impact on his personal reputation or standing in society?

Once these questions have been satisfactorily addressed, one must move on to learning more about an organization's prospect, and find out more facts about the prospective donor, his donation pattern (i.e., incidence of having donated to other organizations, the frequency and amount of the donations, etc.), and specific interests. This will allow an organization to see how its programs would be able to fulfill a prospective donor's needs, and vice versa. As the goal of fund raising would ultimately be to cultivate life-long relationships, one must ascertain that this relationship starts out on the right foot, and with both parties clearly understanding the responsibilities involved in a partnership.

On Legitimacy, Transparency and Accountability

"I understand that the donors want to see results. So, although we monitor each project thoroughly, we let outsiders do the project evaluations. Who will trust in our projects if we evaluate them by ourselves? If we did that we would be like the Thai government who always says that all of their projects are good. No one assesses himself. We distinguish between monitoring work and evaluating work. We monitor projects ourselves to improve our working method, whereas we let outsiders evaluate our projects."

- Mr. Mechai Viravaidya, Founder,
*Population & Community Development
Association, Thailand*

- Vaishnavi Jayakuman,
co-founder of The Banyan, India

On the non-profit organization's side, its main responsibilities to its donors are to ensure its own legitimacy, transparency and accountability.

Legitimacy. Different countries have different terms and requirements for recognizing the legal existence of organizations, as discussed in the chapter on *The Context of Non-Profit Sector Development*. However varied these may be, each state still exercises a certain degree of control over the incorporation of non-profit organizations, and only those that have been established according to their country's civil laws and traditions may be considered "legitimate." Such organizations are more likely to gain donor support because they have achieved some level of compliance with government standards, and are less likely to be suspected of being

fronts for underground political movements or “fly-by-night” operations.

Transparency. This refers to open communication with internal and external stakeholders regarding an organization’s financial and management health, and is a characteristic of organizations that disclose information about their programs, activities, and even financial transactions and investments to stakeholders and anyone who wishes to know more about the organization. It is a criterion that is highly regarded by prospective donors and partners, as transparency assures them of an organization’s trustworthiness and commitment to its constituencies.

Accountability. This refers to an organization’s ability to stand up for its mission, and to be guided by sound management and financial principles. An accountable organization is one that responsibly serves its community, properly manages its resources, and is able to report back to donors regarding the use of donated funds. Such organizations are also likely to gain public support, as quite a number of donors now expect to be updated on how their funds have been used by their beneficiary organizations. Moreover, it is currently not uncommon for donors to request visits to project sites to be sure that their monies are being used in the best way possible.

An interesting example is **The Citizen’s Foundation in Pakistan**, which educates communities on development. This organization posts their audited financial statement in their website for increased transparency, and arranges tours for donors to see the progress of schools that are being built, in the belief that “seeing is believing.”

Not all organizations may be able to provide access to financial information the way **The Citizen’s Foundation** has, but some NGOs are already providing pre-project appraisals and ongoing expense accounting to donors. This reflects an increasing awareness of the importance of accurate and timely financial reporting, which will definitely help improve organization-donor relations.

While raising funds is one benefit of gaining and maintaining public support, another advantage of forming partnerships with other individuals and organizations is the attainment of non-monetary forms of support, such as volunteers, contacts or in-kind donations. For many organizations, these—especially volunteers and contacts—are just as valuable as money, as they

An Excerpt
from World Vision's
Direct Mailer

"Rakesh was at death's door. Rakesh was born in the famine stricken area of Melghat, Maharashtra. He was one among thousands who suffered from severe malnutrition. Continuous and progressive poverty had made Sawalkar, Rakesh's father, a skeptic who could not trust people. It was only when Rakesh's survival was in jeopardy that he rushed to Sushil, the World Vision project worker. Sushil helped Sawalkar to admit Rakesh in the local hospital where doctors fought to save his life. 'The doctor said that he will not live for more than three days. Look, today, four days later, he's still alive and healthy,' says his proud mother Kusum, pointing to him."

World Vision feels that such stories and photographs are not to generate pity for children in distress, but to generate compassion and a sense of responsibility in the hearts of those to whom the letters are addressed.

— Case study,
World Vision, India

also provide organizations with intangible benefits. Volunteers, for instance, not only provide free labor, but also add credence to the organization's system of values and belief, and may catalyze organizational growth by recruiting more volunteers and championing its cause. Likewise, contacts have the potential to be donors and partners, and may also become staunch supporters of an organization if well taken care of.

► **People don't give money to causes; they give to PEOPLE with causes.**

This second principle reinforces the idea of friend raising, as another lesson gleaned from the case studies is that people give to people, and not to abstract ideals. While an organization's mission is its *raison d'être*, its reason for being, it has to be concretized and personified to enable others to relate to it. For instance, **World Vision (India)** has personified poverty through their depiction of its ills in the eyes of children (e.g., child labor, hunger, illiteracy, etc.). This approach has struck a chord with prospective donors all over the world, and

has helped the organization raise huge amounts to sponsor thousands of impoverished children.

This principle may also be interpreted to mean that people give to organizations with which they have personal affiliations. Many of the case studies have shown that people often give because of the following:

- They are members (or volunteers) of the particular organization that is raising funds.
- They (or people they know of) have been helped by an organization, and want to return the favor.
- They seek “immunity” from illnesses, and donate their funds to a health-related organization.
- They know an organization’s founder, its board members, or staff.
- The organization’s principal fund raiser or champion is a prominent person in society, and they want to earn his/her favor.

These illustrate that people may have different motivations for giving to others, but they are usually based on a sense of personal connection to the organization or its cause. Thus, organizations and fund raisers may learn from this, so that they will strive to build relationships that are more intimate, and use more personalized approaches.

Relationship Building

For non-profit organizations to achieve long-term financial sustainability, it is not enough that they acquire public support. What is more crucial is for them to cultivate existing relationships, build new ones, and thus build an ever-expanding network of committed partners. This means that the fund raising process is a continuing spiral of activity, and requires the dedication of its board members and fund raising staff. To successfully build enduring relationships with its donors, organizations must remember the following principles:

Key Principles

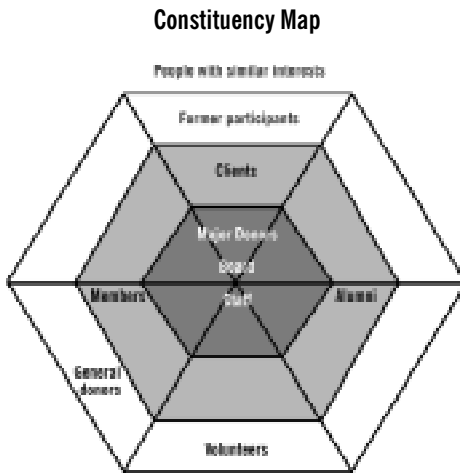
1. Donor cultivation means bringing the prospect to a closer relationship with the organization, increasing interest and involvement.
2. Start at the bottom of the fund raising pyramid to get to the top.

- Donor cultivation means bringing the prospect to a closer relationship with the organization, increasing interest and involvement.

Donor support and involvement for different organizations likely vary, but more often than not, they have tried to raise funds from any of the following groups of people:

- Members
- Contributors (past and present)
- Participants (past and present—for organizations that offer services)
- Volunteers and staff
- People with similar interests
- All other people who have been involved in some way in the organization (e.g., beneficiaries, suppliers, community partners, etc.)

These different groups of people are all part of an organization’s constituency, and they participate in its activities and programs in varying degrees. The figure below illustrates how these groups are distributed across an organization’s **constituency map**.

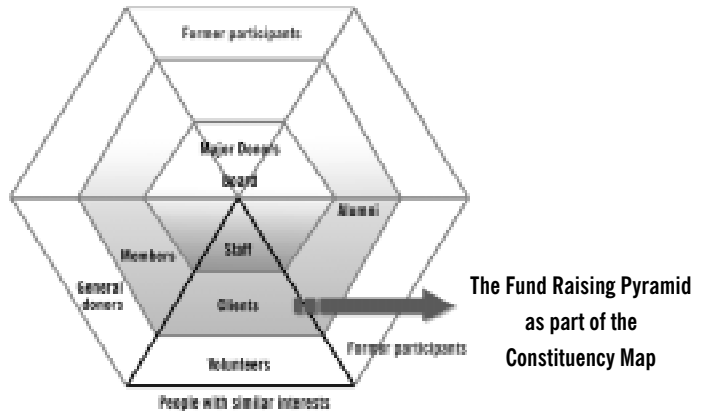


The diagram shows that as an individual’s involvement in an organization increases, the closer he is drawn into its core. People with similar interests in the organization and its general donors are placed on the outer layer of the map, while major donors and loyal supporters, regarded as key mov-

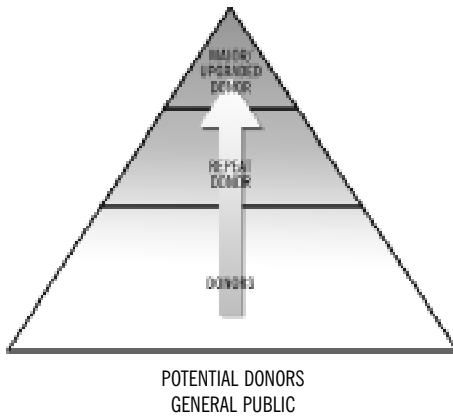
ers, are in the inner circle. Donor support impacts greatly on an organization; its withdrawal causes massive changes, suspension of programs, and a threatened dissolution of the organization itself. Thus, donors are now recognized as integral to the operation of non-profit organizations, and the goal of fund raising teams would be to encourage participation among donors, and “graduate” them into the inner layers of the constituency map. Some organizations even involve their donors and beneficiaries in strategic planning sessions and program planning.¹¹

► **Start at the bottom (of the fund raising pyramid) to get to the top.**

A concept related to the constituency map is that of the fund raising pyramid, which shows the proportion of an organization’s supporters to their level of involvement in its activities:



The diagram shows that supporters who are the least involved with the organization—and who form the majority of donors—make up the base of the pyramid. Further up the pyramid, individuals with greater involvement get fewer, and at the apex is the smallest group of supporters, who, however, contributes the most. Please see the following illustration:



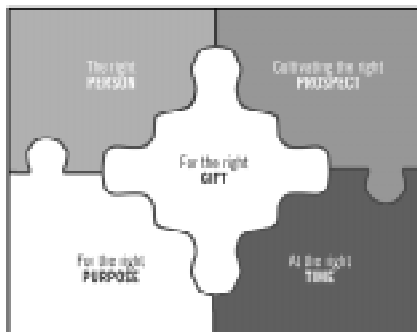
Major Donors make up only 10% of an organization's support base, but contribute 70% of total donations received

Repeat Donors make up 20% of an organization's support base, and contribute only 20% of total donations received

First-time Donors make up 70% of an organization's support base, but contribute only 10% of total donations received

The concepts presented above are part of what is known as the 80-20 principle, wherein 80 percent of an organization's support comes from only 20 percent of its donor base, while the remaining 20 percent is contributed by 80 percent of its donors. Organizations must learn how to convert potential supporters, or those outside the pyramid, to active donors, and continually move these up to higher levels, thus generating substantially larger amounts of money from their existing donor base.

In summary, one will see that all the fund raising principles outlined above are part of one integrated concept which shows the relationship between fund raisers, donors and the circumstances surrounding them, and which illustrates the essence of fund raising:



Some Issues for Future Case Studies

The preceding sections gave the reader several key principles upon which fund raising practices and activities may be based. In the course of reviewing all the cases, the researchers came upon several issues which may be addressed in succeeding studies. These issues are more organizational in nature, and may or may not have a direct impact on fund raising efforts:¹²

1. The matter of succession is considered clear when the NGO has an aging “one-man” or “one-woman” champion. There are also problems for the person taking over the work from the founder who must now train his or her successor. Succession tends to be a sensitive subject, and will require an even more bias, for example, in selecting those individuals who are willing to discuss their mortality objectively.
2. Professionalism is probably essential for the expansion of fund raising activities among the NGO community. It involves both training “insiders” who grew with the organization, and bringing in “outsiders” to fill in specific functions or tasks—for instance, marketing and public communications, logistics management, cost-benefit analysis. This “insider versus outsider” issue is common among private, for-profit firms.
3. NGO operations may get complicated with the mixture of volunteers and permanent staff, whether paid or not, whether part-time or full-time, ranging from clerical to the board level. One very interesting organizational issue is the dynamics of using this “mix” effectively, and how to manage transitions and movements within the mix. This issue can be studied not only on an annual basis, but even in terms of effective day-to-day operations—especially if pay and coercion, tactics acceptable in for-profit enterprises, are not acceptable in the NGO community.
4. Many of the NGO subjects interviewed for this study were reluctant to provide financial statements of their operations and details of their fund raising activities. It is possible that the NGOs do not undertake any type of feasibility or cost-benefit analysis, or that they have no accounting and control system and staff to document and store financial data for analysis.

Notes

- 1 Taken from the report of Dr. Frankie Roman, case consultant.
- 2 A profile of organizations surveyed may be found in Appendix 1.
- 3 Definitions of these terms are found in Appendix 2, and are taken from Venture for Fund Raising's Basic Course on Fund Raising.
- 4 Taken from the report of Mr. Frankie Roman, case consultant.
- 5 Taken from the report of Mr. Frankie Roman, case consultant.
- 6 Venture for Fund Raising, *Basic Course on Fund Raising*, 2001.
- 7 Venture for Fund Raising, *Basic Course on Fund Raising*, 2001.
- 8 Indiana University Center for Philanthropy, as quoted by Venture for Fund Raising, *Basic Course on Fund Raising*, 2001.
- 9 Venture for Fund Raising, *Basic Course on Fund Raising*, 2001.
- 10 Venture for Fund Raising, *Basic Course on Fund Raising*, 2001.
- 11 Taken from the report of Mr. Frankie Roman, case consultant.
- 12 All items are based on the report of Mr. Frankie Roman, Case Consultant.