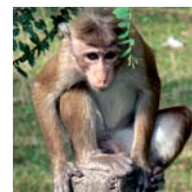


CHAPTER 15

FUNDRAISING

CONTENTS

- 1. Introduction**
- 2. Fundraisers**
- 3. Fundraising Basics**
- 4. Fundraising Methods**
 - a) Trusts and Grants
 - b) Individual Supporters
 - c) Major Donors
 - d) Events
- 5. Making a Case for Support**
- 6. Questions & Answers**
- 7. Further Resources**



1 INTRODUCTION

Almost all animal protection organisations need to raise money to enable them to do their work. Large organisations have whole teams of fundraisers, with people specialising in a particular area of fundraising. In smaller organisations one volunteer may be responsible for all fundraising activities and may have to combine fundraising with other duties.



In many countries of the world, charity fundraising is a new concept, and some people are uncomfortable with the idea of asking people for money. However, if you are doing good work, then you deserve to raise the money to do it. Fundraising is not begging, it is an exchange; people will pay societies to do work that they believe in, but cannot do themselves.

Having a successful fundraising strategy allows you to plan for the future and will ensure that your organisation can expand its activities and work towards its objectives. However fundraising demands a large time commitment. To fundraise successfully you need to ensure you have the people and the time to do it well.

2 FUNDRAISERS

Fundraising is a skill, and fundraisers need a variety of personal qualities to be able to raise money from a wide range of people and organisations:

Commitment: a fundraiser should be clear about the organisation's aims and objectives. If you do not believe in what you are doing, you won't raise money. Fundraisers must be passionate about what they wish to do, and that passion will be infectious. Supporters most often give to a cause because of the people carrying the message.

Confidence: fundraisers must enjoy working with and talking with people, they must have excellent communication skills and be persuasive. They must also have the ability to motivate colleagues and volunteers.

Organised: fundraisers need to have excellent organisational skills and be flexible and adaptable to new opportunities.

Analytical: fundraisers must be able to analyse every part of their work and assess what strategies are and are not working.

Resilient: fundraisers will face a lot of rejection when appealing for money and it is vital that they stay positive in stressful situations and work well under pressure.

TIP: BE PASSIONATE ABOUT YOUR WORK.
THERE IS A SAYING IN FUNDRAISING THAT 'PEOPLE GIVE TO PEOPLE'. WE GIVE TO OTHER INDIVIDUALS WHO SHOW PASSION AND ENERGY AND COMMITMENT, WHICH IN TURN INSPIRES US AND CONNECTS US TO THEIR WORK. IF YOU COMMUNICATE YOUR GENUINE BELIEF IN YOUR ORGANISATION THEN OTHERS WILL PICK UP ON IT. IT THEN BECOMES PART OF THE WORK OF A FUNDRAISER TO STAY INSPIRED. VISIT SOME OF THE ANIMALS YOU ARE HELPING OR REMIND YOURSELF OF YOUR SUCCESSES BEFORE YOU PICK UP THE PHONE OR WRITE A LETTER.

FUNDRAISING BASICS

3

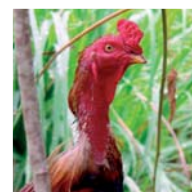
Raise friends before you raise funds

Fundraising is not only about money, it is also an opportunity to communicate and establish relationships with people who share the same values. Once you have friends and advocates, cash will come in.

Nurture relationships with supporters so they will be committed to the organisation's results. It gives both parties a shared sense of a future in which small individual actions can make a difference in improving animals' lives and ultimately improving the communities we live in.

TIP: ENJOY YOURSELF.

REMEMBER IT'S ALL ABOUT FINDING LIKE-MINDED PEOPLE WHO THINK WHAT YOU ARE DOING IS GREAT. THIS PROCESS OF ENGAGING WITH OTHERS AND INSPIRING THEM ABOUT YOUR WORK, CAN ACTUALLY BE GREAT FOR YOU. IT CAN BOOST YOUR CONFIDENCE AND GIVE YOU A RENEWED SENSE OF ALL THE CHANGE THAT IS POSSIBLE IN YOUR COMMUNITY OR COUNTRY.



Involvement

Most organisations raise far more money when their supporters are involved in the actual work. Invite donors to participate in some upcoming events, or ask them to write to their congressmen or women or come to your shelter and take dogs for a walk. Creating a greater sense of ownership in local development initiatives will help sustain these initiatives over the long-term.

Volunteers make the best fundraisers; they know the organisation firsthand, they are able to share personal experiences, they believe in the cause, they are enthusiastic and have the organisation's best interest at heart, they lend credibility to an organisation, they are more likely to bring friends to the organisation and they come at little or no expense. Furthermore supporters give because they are usually impressed by a volunteer's selfless dedication.

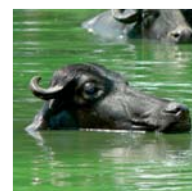
TIP: DON'T FORGET TO ASK FOR HELP.

SO YOU HAVE FOUND SOMEONE WHO LIKES YOUR WORK, YOU HAVE INSPIRED THEM WITH YOUR CONVERSATION OR YOUR LETTER – SO DON'T FORGET TO ASK FOR HELP! YOU NEED TO SAY, AS DIRECTLY AS YOU CAN, "YOU CAN HELP US IF YOU GIVE US XXX..." HOW STRONGLY YOU SHOULD ASK WILL PARTLY DEPEND ON CULTURAL DIFFERENCES. YOU WILL BE BEST PLACED TO KNOW WHAT WILL FEEL APPROPRIATELY FORCEFUL WITHOUT BEING TOO AGGRESSIVE.

Gain trust

It is important to be transparent and accountable in all your dealings with donors. Lack of trust is a major reason for not giving funds to an organisation. Organisations will not be forgiven for keeping less than adequate bookkeeping. Supporters can be very perceptive and will be more inclined to give for results than out of pity, so written appeals must be clear and concise. Successful fundraising is wholly dependent on your organisation fulfilling its mission with authority, effectiveness and efficiency. When fundraising, always watch overhead costs to ensure most of the money goes to helping the animals.

Always tell the truth. If a fundraising activity fails, admit it, learn from it and move on. Generally animal protection societies are decent, hardworking organisations, inspired by a dream, surviving on a shoestring and, by the law of averages, will make mistakes. Right the wrong and move on.



4 FUNDRAISING METHODS



There are a variety of fundraising methods, and there is no right answer as to which methods will work best for any given country, culture or situation. Every effective fundraiser has a ritual **'test it and see'** policy. So each time a fundraising method is used, it is tried, analysed and then amended, repeated or rejected, depending on the results. This is done on a regular basis to adapt to market forces and changes.

In general, it is best not to rely on a single source, or even just a couple of sources, of income. Legacies, trusts and grants are not regular and reliable forms of income. Legacies are, by nature, sporadic. Trusts and grants usually only offer project-by-project funding. Funding from donors and supporters is core income, and time and effort should be placed into this source, always remembering to spread the risk by developing other methods at the same time.

TIP: IT'S ALL ABOUT COMMUNICATION. PRACTISE TALKING TO PEOPLE. COULD YOU EXPLAIN IN THREE MINUTES WHY YOUR WORK MATTERS? CAN YOU WRITE A FRIENDLY, WARM AND FACTUAL LETTER THAT COMMUNICATES THE SAME IDEAS AND FEELINGS? FOR ANY WRITTEN MATERIAL YOU CREATE, GET FRIENDS OR COLLEAGUES TO READ IT THROUGH AND ASK HOW IT MAKES THEM FEEL. IT SHOULD FEEL INSPIRING, MOVING AND CONVINCING, NOT HECTORING, ACCUSATORY OR MUDDLED.

a) Trusts and Grants

Foundation grants can be profitable in the short term. They are useful when a society is getting started, but then they should become a lower priority. Institutions generally only give funds for short term projects; rarely can you count on grants for ongoing core funding and overheads.

Focus on funding institutions where your supporters have or can build contacts. Let everyone know which institutions support you. Groups that have already received grants impress other funding institutions.

Little investment is needed when applying for grants. They require minimal cash and it doesn't take long to write a proposal to a funding agency; expect one to twenty hours per proposal for research and writing. However be aware that most grant applications are rejected as there are just too many animal causes, special interest groups and animal welfare organisations battling for grant support from local and international foundations.

Grants are increasingly vulnerable to changing political climates, the priorities of donor countries and competition. Most funders refuse to fund the same groups year after year so you will be constantly searching for new institutions. In addition, grant funding does not build your organisation's supporters and they reduce your independence to pursue programmes as you see fit. Therefore longterm reliance on grants is not desirable, nor sustainable.

b) Individual Supporters

People care and will give if asked. One of the most important challenges for an organisation is to find people who share the same values and give them opportunities to help. Individual donors have great potential, indeed there is strength in numbers. By reaching out to the general public, you can increase awareness of your issue, increase political legitimacy and participate in social development.



When most organisations start, they need to raise more money and expand their supporter base. Older members of the community may have more funds to give, but remember to also target younger audiences so they can grow with your organisation.

TIP: BE CLEAR ABOUT WHAT YOU NEED. IF SOMEONE ASKED YOU TODAY HOW THEY COULD HELP, WOULD YOU HAVE A CLEAR LIST OF THINGS YOU NEED MONEY FOR? WOULD YOU BE ABLE TO POINT TO A FEW THINGS THAT DIDN'T COST MUCH AND OTHER THINGS THAT COST MORE?

Contact potential supporters with a simple message so people will understand and support your cause. Every appeal should include an educational message; a supporter will become loyal if they feel they are part of the cause and more importantly, the solution. That can only happen if you educate them. Most people are also likely to respond when they react emotionally to an appeal; when they can understand the suffering of individual animals and that by giving funds for a specific purpose they can help take away that suffering.

One particularly effective method is to give indications of what specific amounts of money can buy, for example:

- \$25 can buy feed for a hungry horse for a month
- \$100 can buy a horse a new bridle to stop painful mouth sores
- \$200 can rescue a horse and find it a new home.

It is important to realise that an individual donor relationship may start with one dollar, but it may turn into a sizable contribution in ten to fifteen years. Increase one individual donation by asking again, but be flexible in asking for a donation, don't always ask for money. The 'ask' could be a request for services, volunteer work or just buying a raffle ticket. Building a relationship with individual supporters is essential for the act of giving to be continuous. A supporter can be asked as many times as possible for as long as the supporter is assured that the donation is well spent. However, once an organisation has a certain number of supporters, it can then decide whether it would be appropriate to introduce regular membership fees. This prevents the organisation from having to keep asking supporters for funds.

Whenever support is given, it must always be acknowledged and then followed up so that the supporter knows how the money has been used. If the supporter is not told how their funds have been used, they will not become committed to the society. Informing supporters of how their money is being used is also important as it ensures that they are not only contacted when an organisation needs money, otherwise they may begin to feel more like your bank than your friend.

The supporter base can be increased by mass mailing potential supporters or past supporters. Mass marketing techniques are the most reliable forms of repeat gifts, however most societies lose about 20% of their supporters every year, so new supporters must constantly be added.

Direct marketing can be expensive to start up, so involve volunteers wherever possible to personalise letters to friends, handle receipts and write thank you letters. Supporters can also be contacted by telephone; reply rates can be five times better than by mail, and average donations two or three times higher.

TIP: BE CLEAR ABOUT WHAT DIFFERENCE YOUR WORK IS MAKING. PEOPLE USUALLY GIVE TO CHARITIES BECAUSE THEY WANT THE WORLD TO BE A BETTER PLACE IN SOME WAY. HOW WILL WHAT YOU ARE DOING MAKE THE WORLD A BETTER PLACE? CAN YOU ARTICULATE THAT TO OTHER PEOPLE?



c) Major Donors

By establishing a relationship with individuals and cultivating that relationship to build understanding and commitment to the society's missions, there is a potential, though not easy or short term, for major donors. Potential major donors are those supporters who know all about an organisation and are probably already regular donors, have strong values and resources and view giving as an investment.

Visit your most generous supporters first, and if possible only ask for a major gift by personal contact, not by phone or mail. If you have done your research correctly you should expect that about 60% of prospective major donors give. Don't expect very large gifts initially, but most big donors will give again and give more if you have treated them well. Some may pledge larger amounts over a few years. It is important that you identify their needs, allow them to set the pace of their relationship with your organisation, and allow them freedom of choice of when and how they want to give. Be aware that if someone has made their largest gift, they may not be able to give again.

The risk associated with targeting potential major donors is that it may annoy your most generous supporters. This risk can be reduced by good research and tailoring your request to the wants of the potential major donor. There is little cash investment required in targeting major donors; fancy printed material is not essential. But you will need time to identify prospects, to research prospects, to learn how to ask, and to provide progress reports and final evaluations.

Concentrate on upgrading current supporters who know the work you do very well and could give large amounts. Old friends may surprise you with generous gifts if they are asked properly.

d) Events

Fundraising events can raise a large sum of money in a short period of time. They can be held once an organisation has a good base of volunteers and friends. Events are a good idea to attract new supporters who would not otherwise give and to get more donations from current supporters. However they are not a good idea if they just take donations that would have been given anyway through another, cheaper method.

When events bring in new supporters, there must be a system in place to follow up and get them to give again. Without concentrated effort most events generate little awareness; to ensure they do generate awareness, events need to be well planned and must involve the right people.

The results of events vary; profits can be slim or net thousands depending on the way the event was organised. An organisation can lose a lot if it commits to big expenses and few people come to the event. Beware of bad weather and other events at the same time. Events take a lot of time and are very labour intensive; many hours of volunteer and staff time are needed. Very careful budgeting is therefore needed to ensure that you don't lose money.

An event can be the highlight of a campaign, something that is done year after year, or it can be used as a reward for major donors. Good events can be repeated again and again for ten years or more. Many of the same donors will come each year, if invited. Repeat the same events, correcting past mistakes each time. Don't abandon a productive event because you are bored. The donors are just getting used to it.

Although the main purpose of the event is to raise money, with effort, your guests can walk away, looking forward to returning the next time. Giving guests an enjoyable experience at an event takes a lot of hard work. The trick is to make the final results run like a seamless, timed production.





THE BORN FREE FOUNDATION
THE BORN FREE FOUNDATION USES THE CHARITY SECTION OF EBAY (THE INTERNET-BASED AUCTION WEB SITE) TO SELL ITEMS SUCH AS SIGNED MEMORABILIA AND WILDLIFE PRINTS THAT HAVE BEEN GIVEN TO THEM BY THEIR SUPPORTERS. THEY HAVE FOUND THAT THEY CAN REACH A MUCH LARGER AUDIENCE OF BUYERS IN THIS WAY, ENSURING A FAIR PRICE FOR THE ITEMS AND ALSO RAISING AWARENESS OF BORN FREE. THE FOUNDATION NEARLY ALWAYS HAS AN AUCTION RUNNING AND YOU CAN SEE WHAT'S FOR SALE RIGHT NOW ON EBAY. WWW.EBAY.COM/

5

MAKING A CASE FOR SUPPORT

Although we may come from different cultures and faith backgrounds, and live in societies with different attitudes to charity and animal welfare, human nature is pretty much the same the world over. We all need to be persuaded to give our hard-earned money to another person or organisation. This is true for multinational corporations, governments or an elderly person who may give you a few pennies of their savings.

All these groups require, and indeed deserve, a well argued 'case for support'; this is a statement that covers all the things they will need to know before deciding to give to a project. This checklist should be covered in any request for money, whether an official application form, a marketing letter or indeed a conversation at your charity's open day. Get to know the principles in this checklist and get someone else to look over any letter (not the person who has prepared it), funding application or speech to ensure all the points are covered.

A case of support should touch upon the following:

Who you are and what you are doing

So who is your organisation? How long has it been in existence? Who runs it? Are you honest and reliable people? Why do you exist? What is your purpose? Are you trying to change the world, or just the town where you live? Make sure your organisation sounds solid, clear about its aims, trustworthy and respectable.

Also show people you will be a pleasure to work with! People want to enjoy the charities they support and the people they deal with there. So if it is appropriate, show you have a sense of humour and are kind and polite. Show that if people get involved you won't lecture them with your personal views about animal welfare, or expose them to images or stories of animal suffering that might be distressing to them. A lot of people who care about animals will not want to be exposed to the detail of how bad things can be for animals.

The specific objectives and programmes of the project for which you are asking

So what exactly are you going to do if you get the funds you need? Build a shelter, treat animals, raise awareness, educate children in schools or campaign? You must show that you have thought this through, that this is a well-planned piece of work that makes good sense. How exactly will you do all this? Have you got to hire new staff or buy a vehicle? And what is your timetable?

Why the appeal is important and urgent

Why is it essential that you do this work and do it now? Why can't you wait a few years? This is very



important because the majority of people who don't give do want to help but they just put off giving because they think they'll do it another time. You must make them feel they have to help NOW, that this is the moment to act if they want the world to change for the better.

And why is it important? How will the world be a better place if you do this work? How many animals will be helped? How much suffering will be eased or prevented? Inspire people with your vision of the benefits of this work. This part of your appeal should uplift the spirit and make the donor feel very happy that they could be part of something so positive and life enhancing. Positive and happy images of animals free from suffering, especially ones you have helped already, will often help you with this.

What will happen if this appeal for support fails

Show what might happen if the money is not raised. Paint a grim picture of the problem not getting solved or tackled, the suffering perhaps getting worse or maybe losing a critical opportunity to make a difference. You are not trying to frighten or upset your potential donor, but you do need them to understand that turning away from this opportunity to help might have consequences.

How much money you are trying to raise

You must know very specifically how much money you need and for what. It helps if you can provide a budget that lists all your costs, which also helps to show your honesty and how the money will be spent on the work. Also indicate how much you would like this particular person or organisation to contribute.

Over what period of time you are attempting to raise the money

Given a specific timescale, people will sense the urgency more clearly. For example, do you need a specific amount of money in three weeks' time to purchase something? A timetable will also show people you have planned this properly.

Who else is contributing

People like to contribute to something that others also think is worthwhile. Mention other admired or respected donors in your community who have given (but ask their permission first), or tell people how many other individuals have offered their help.

Relate to donors

Show how a donor's potential gift will be a reflection of what they care about. Show that you know who they are and what aspect of this work matters to them. If necessary, tell them what part of the project they are paying for. For example they can pay for the vaccines, or for a day's work by a vet. If they particularly care about cats, see if you can give them a part of the project that will help cats.

Be concise, coherent, urgent and motivating

The challenge is to do all of this in a concise and straightforward way, so people can easily read and understand your important message and will be motivated to help you.

TIP: SAY THANK YOU AS MUCH AS YOU CAN. WHEN PEOPLE ARE GENEROUS YOU SHOULD BE VERY APPRECIATIVE. MAKE THEM FEEL REALLY GOOD ABOUT THEIR DECISION, BOTH WHEN THEY GIVE AND LATER ON AS WELL. AFTER THE WORK THEY FUNDED IS COMPLETED, WRITE THEM A LETTER AND EXPLAIN THE DIFFERENCE THEY MADE. THEY WILL BE FAR MORE LIKELY TO HELP AGAIN.



6

QUESTIONS & ANSWERS

Q What is restricted funding?

A This is funding that is earmarked for a specific purpose only. Usually foundation grants are restricted – the money given by a foundation can only be spent on the work outlined in the grant application. Most organisations avoid raising donations for ‘restricted funds’, whenever they can. This is because all their work needs to be funded, and accounting for restrictive funds is often a logistical nightmare. Most organisations avoid this by wording their appeals to supporters in a way that indicates that donations are used for both the given purpose and, for example, their ‘other work to save animals around the world’.

Q What is meant by ‘mission drift’?

A Mission drift refers to a move away from the aims and objectives of an organisation in order to chase possible funding sources. This could occur, for example, when a charitable trust refuses an application, but suggests that it would provide funding for a different project. Mission drift can be avoided by charting a steady course towards the aim, with longer term planning, and then setting a fundraising strategy to achieve this course. However, offers from trusts and grant-making bodies should not be rejected out-of-hand, as they may suggest other equally, or more, effective projects.



Q Charitable fundraising is new in my country and very difficult. Should we start by copying approaches used in other countries?

A Fundraising opportunities vary greatly from country-to-country and culture-to-culture. The ‘test it and see’ policy is recommended, as outlined above. But before this, deep thought and analysis will need to be given to what is likely to succeed in your country, based on current circumstances and culture, in order not to waste time and money on methods that may not work in your region. It may also be worthwhile studying what other better-established national NGOs are doing in your country in the fundraising field.

Q We have been offered funding from a pet food company. Should we accept this?

A It is difficult to answer this question in isolation. It is recommended that an organisation establish an **ethical fundraising policy**, so that the Board can consider different funding options, and decide what is ethically acceptable to your organisation and what is not. This may partly depend on your area of activities and your policies.

In this specific example, there are two main considerations: firstly, does the company test on animals? Secondly, how closely is the company connected to the pet trade (promotion of pedigree animals, breeding etc.), and do they promote responsible pet ownership?



7 FURTHER RESOURCES

Websites

Centre on Philanthropy and Civil Society

www.philanthropy.org/

Charities Aid Foundation (UK)

www.cafonline.org

The Chronicle of Philanthropy

<http://philanthropy.com/>

The Council of Europe: references to publications, articles and sources of funding

www.coe.int/T/E/Cultural_Co-operation/Youth/5._Information_services/Resources_by_topic/FUNDING.asp

Directory of Funding Sources (for environmental NGOs in central and eastern Europe)

www.rec.org/REC/Databases/Funders/Default.html

The Effect of Change, an article by Jim Henry for BOND, about the changing fundraising landscape

www.globalpolicy.org/ngos/fund/2003/0606effect.htm

European Foundation Centre

www.efc.be/

The Foundation Centre

www.fdncenter.org/

Fundraising strategies and realities

www.gdrc.org/ngo/funding/cafe-strategies.html

Global Policy Forum: Funding for NGOs

www.globalpolicy.org/ngos/role/fundindx.htm

Groundspring's Online Fundraising Handbook

www.groundspring.org/learningcenter/handbook.cfm

HSUS: Fundraising and Public Relations

www.hsus.org/ace/16122

Humane Link: Grants

<http://humanelink.view.org/educ/hegrants.html>

The Institute of Fundraising

www.institute-of-fundraising.org.uk/

NGO fundraising strategies

www.gdrc.org/ngo/funding/fund-raising.html

Resource Alliance

www.resource-alliance.org



Southern African Institute of Fundraising

www.geocities.com/Athens/Delphi/4594/

List of grant giving bodies:

www.lib.msu.edu/harris23/grants/2animal.htm

Books**Boards That Love Fundraising: A How-to Guide for Your Board**

Robert M. Zimmerman, Ann W. Lehman

Publisher: Jossey-Bass

ISBN: B000222FOY

The Complete Fundraising Handbook

Sam Clarke, Nina Botting (Editor), Michael Norton (Editor)

Publisher: Directory of Social Change

ISBN: 1900360845

Corporate Fundraising

Valerie Morton (Editor)

Publisher: Directory of Social Change/Charities Aid Foundation

ISBN: 1903991005

CPR for Nonprofits: Creative Strategies for Successful Fundraising, Marketing, Communications and Management

Alvin Reiss

Publisher: Jossey Bass Wiley

ISBN: 0787952419

Cultivating Diversity in Fundraising

Janice Gow Petty

Publisher: John Wiley & Sons, Inc.

ISBN: B000066BRQ

Do's and Don'ts of Fundraising: How to Be a Successful Fund-Raiser

Adrienne Johnson, Joseph Johnson, Suzanne Mayo-Theus

Publisher: Leathers Publishing

ISBN: 1585972630

Effective Fundraising: An Informal Guide

Luke FitzHerbert

Publisher: Directory of Social Change

ISBN: 1903991404

Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions, Incentives and Other Special Events

Judy Allen

Publisher: John Wiley & Sons, Inc.

ISBN: 0471644129



Fundraising for Dummies

John Mutz
Top of Form
Publisher: John Wiley & Sons Inc
ISBN: 0764552201

Fundraising in Diverse Cultural and Giving Environments

Robert E. Fogal (Editor)
Publisher: Jossey Bass Wiley
ISBN: 078796512X

Fundraising on the Internet:

M. Warwick
Publisher: Jossey Bass Wiley
ISBN: 0787960454

How to Write Successful Fundraising Letters

M. Warwick
Publisher: Jossey Bass Wiley
ISBN: 078795652X

The Law of Fundraising

Bruce R. Hopkins
Publisher: John Wiley & Sons, Inc.
ISBN: 0471206121

Marketing Strategy: For Effective Fundraising

Peter Maple
Publisher: Directory of Social Change/Charities Aid Foundation
ISBN: 1903991382

A Practitioner's Guide to Charity Fundraising

Elizabeth Cairns
Publisher: Tolley Publishing
ISBN: 0754520269

Relationship Fundraising: A Donor-based Approach to the Business of Raising Money

Ken Burnett
Publisher: Jossey Bass Wiley
ISBN: 0787960896

Revolution in the Mailbox: Your Guide to Successful Direct Mail Fundraising

Mal Warwick
Publisher: Jossey-Bass
ISBN: B0001QNKBE

Teach Yourself: Fundraising

Jenny Barlow
Publisher: Hodder Arnold H&S
ISBN: 0340857838



Ten Steps to Fundraising Success: Choosing the Right Strategy for Your Organisation

Mal Warwick, Stephen Hitchcock

Publisher: Jossey Bass Wiley

ISBN: 0787956740

Tried and Tested Ideas: For Local Fundraising Events

Sarah Passingham

Publisher: Directory of Social Change

ISBN: 1903991374

The Worldwide Fundraisers Handbook

Michael Norton

Publisher: Directory of Social Change

ISBN: 190399134X

