

FAWCO – TARGET PROGRAM #1



Target Program for Water

Deep Dive Tabitha Summary and
Recommendations

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INTRODUCTION

At the end of the first Target Program campaign, a Task Force was appointed to assess the strengths and weaknesses of the campaign and to make recommendations for future Target Programs. Among the many recommendations made in the report with regard to fundraising was the following:

RECOMMENDATION 3:

Conduct a “deep dive” into the financial data when the first Target Program has come to completion. Survey the Clubs who donated to the Target Program and compile the quantitative and survey information (by looking at activities of the total number of Clubs that donated to the Target Program; reviewing data by region, dates of donations, average amounts given, etc.) to prepare a ‘Fundraising Handbook’ to publish on The FAWCO Foundation’s website.

LOGIC:

- *Identify areas of fundraising opportunity for future Target Programs*
- *Identify successful fundraising methods implemented by Clubs so they can be shared with other Clubs for future Target Programs*

RESPONSIBILITY: *The FAWCO Foundation Board, Target Fundraising Coordinator, and FAWCO Reps from all donating Clubs.*

The following report is the statistical analysis of the campaign. It takes the financial data accumulated over the course of the campaign and breaks down and regroups the data in different formats, donations by club size, by region, looks at the timing of donations and fundraising and provides an overview of the three fundraising activities. It also contains observations of the strengths and weaknesses of the first Target Program and recommendations for the next campaign. The financial data was compiled from the detailed accounts recorded by Kathy Coughlan and I am grateful for her contribution. Also thanks to Anne Van Oorschot and Eileen Doyle for their assistance.

In planning a fundraising campaign of this size, the “numbers count” and financial data is the best source for supporting the preparation for the next campaign. With the goal to have a fundraising plan in place for launch at the March 2014 FAWCO Conference, it is hoped that this report will provide insight for planning the next campaign.

NOTE: (The information regarding the actual fundraising events conducted by the clubs was sent out to the 46 organizations that donated to the first Target Project. Currently, I have received about 16 responses. That information is important to compile on behalf of all of the clubs and summarized for the fundraising handbook to be distributed at the next conference.)

SUMMARY OF STATISTICAL OVERVIEW OF TARGET ONE PROJECT

The original Target Program was a four-year program that consisted of two years of raising awareness about improving access to safe drinking water followed by a two-year fundraising campaign for the Target project. The education program began in 2008 and the fundraising campaign began in 2010. It was to end in December 2012.

The original goal for the fundraising portion of the campaign was \$80,000. The final total raised for Target I was \$164,520. This amount was calculated from donations made to water projects in two categories:

1. Clubs voted and selected the Tabitha Cambodia, Wells for Clean Water as the Target project. FAWCO, Clubs and The Foundation raised \$136,165, which was donated to this project.
2. Donations to local projects by Clubs who either already supported a well or clean water project or for legal/tax reasons could not make donations outside their host countries. \$28,355 was raised and donated to these projects.

Three major components comprised the success of the first Target program:

1. A selection process of an issue and project that included all clubs and their members—something *they* determined they could support
2. The tireless effort of the Target Program Chair to educate and get the message about the issue out to all clubs
3. The creativity and ingenuity of 48 clubs which resulted in exceeding the original goal (\$80,000) by 60% (Total raised by clubs \$129,472) for the Target Project

48 of 71 organizations *financially* supporting the Target Issue (Clean Water) *organizations supported the Target Project Tabitha, Cambodia-Wells for Clean Water

- 4 organizations supported independent water projects
- 3 organizations supported both Tabitha and independent water projects
- The largest donation by an organization was \$15,075. (AWG Paris)
- The lowest donation by an organization was \$140 (AWC Malmo)
- The average donation of the 48 organizations who donated to projects was \$2697.00
- The average funds raised per member by each club who donated to projects based on 100% participation of their members was \$15.97
- 22 organizations made no donations to Target Project or independent water projects
- Clubs with less than 100 members made up 45% of the organizations who made no donations to Target Project or independent water projects

**This statistic varies from what the Target Chair has reported because she included organizations that supported through awareness presentations as well as supported financially to the projects.*

100% of the Regions participated in financial donations to the Target Issue

- 2 Regions (4 and 9) had 100% club participation
- 2 regions (7 and 11) had less than 50% participation
- Region 5 had the highest total donations \$22,051-Most of this was for independent projects
- AWG Paris's single donation was larger than 9 of the regions' donations

Individual Donations accounted for 14% of the money raised for the Tabitha project. *

- There were 95 individuals who donated directly to The Foundation to the Tabitha project
- 48 of these donors made their donations at FAWCO conferences
- 14 were multiple donors.
- The average individual donation to the Tabitha project was \$202.00
- The largest individual donation was \$1500.00
- The smallest donation was \$1.00
- Of the 20 total donations made in honor of/in memory of 12 were individual donations

**"Individual donations are those that were made by members directly to The Foundation.*

\$15,800 of the funds donated to the Tabitha project came from FAWCO wide Fundraising activities. This was 12% of the total raised for the project.

These activities were the Foundation Cruise, the Foundation Well Charm and the FAWCO book. (See separate sheet for recap of programs)

Timeline

The actual Fundraising campaign for The Tabitha project was 31 months*

- The largest yearly amount received for the campaign \$64,679 in 2011. This was 47.5% of total raised for Tabitha project
- Total Tabitha fundraising efforts achieved the goal of \$80,000 by February 2012. This was month no.17 of the actual campaign.
- Total Tabitha fundraising efforts by month 21 achieved \$102,000.
- 36% of the final total for the Tabitha Project was raised in the last 14 months
- The largest amounts received for the campaign in a single month were:
 - March 2011 \$20589
 - Dec. 2011 \$19992
 - March 2012 \$15360
 - Feb. 2013 \$12997

These months comprised 60% of the total campaign

- The average monthly amount received by The Foundation was \$4392.00

** No data was compiled for the timeline from the non-Tabitha projects.*

TARGET TWO

FUNDRAISING GOAL SETTING FOR TARGET TWO

For Target Two, The Foundation (TFF) will take a more active role in assisting in fundraising. However, let's clearly define the parameters:

1. The Foundation will create an overall campaign theme.
2. The Foundation will produce a handbook of best practices from other clubs and some new fundraising ideas to be presented to presidents and reps
3. The Foundation will coordinate FAWCO wide fundraising projects to aid the overall campaign. These activities may include:
 - a. Direct mail campaigns
 - b. A FAWCO cruise, trip or activity
 - c. Events at the two FAWCO conferences
 - d. Regional activities related to them
 - e. Seeking corporate benefactors
 - f. Assisting clubs in a test program to seek local benefactors
4. Only funds raised specifically for the Target Project will be donated to the Target Project.

Setting The Goal

In the next few months, The FAWCO And Foundation Boards will determine the Target Two fundraising goal. Since the goal for Target One was exceeded by a substantial amount, there is pressure to make the goal for Target Two a significantly higher sum.

Reviewing the numbers, the Boards should consider:

- The 42 FAWCO clubs that donated funds for Tabitha exceeded the goal by 20%. This indicates that the original goal was not as aggressive as it could have been.
- The timeline for Target One fundraising was actually 31 months, the plan for Target Two is 21 months
- At the launch of the fundraising campaign FAWCO had around 75 clubs and approximately 15,000 members. Going into Target Two, FAWCO has 67 clubs and approximately 12,000 members
- The total donated by the top 10 clubs comprised **61%** of the total club donations (both Tabitha and non-Tabitha projects); the total donated by the top 5 clubs comprised **40%** of the total. It will be important that these particular clubs are active in Target Two OR is there a plan to raise money offset any diminished participation?
- FAUSA was the second largest donor in Target One (one of their members nominated the project). It will be important to insure their participation in Target Two.
- 8 organizations donated to non-Tabitha projects. These donations were included in the total money raised for Target One. The issue for Target Two "Human Rights" has wider appeal and we may find that many clubs may already support human rights projects. Two things to consider:
 - How will FAWCO/FF determine what club projects will be counted in the total amount or should they be counted at all?

- If these projects are counted, it may impact the total amount raised for the specific FAWCO Target Project.
- Whatever the amount of the goal, we can be sure that it will be significantly higher than Target One goal. It will be important that in the launch stages of the campaign, the goal is described in a manner that is achievable by FAWCO. (For example, amount per member, amount per club; a donation of X achieves something practical (i.e. \$100 buys a well).

FUNDRAISING STRATEGIES

Target One was new and exciting; the organization exceeded the goal by 49%. Club donations comprised 74% of the total. It is critical to get the clubs on board and prevent “fundraising fatigue”; to get them engaged and passionate about the Target Two issue and project.

“Hit The Ground Running”

The Foundation should not wait until the project is selected to consider a theme and program. It will be important to have a campaign in place when we get to the FAWCO conference in March 2014.

“A Quick Start” activity at the conference will be important because there is a shorter fundraising time period. While it will be extremely helpful to raise money at the 2014 conference for Target Two, it is crucial that TFF provide practical ideas and materials for the Reps to use when they return to their clubs. Some resource ideas include:

- The calendar of fundraising projects for the Target Two Program
- A promotional pamphlet outlining the Target Two issue to be used for donors
- Fun-Raising Ideas from other clubs in a simple “How to” Step-by-Step format
- The proposed “ Corporate Fund Raising Tool Kit”

Clubs Count!!*

For Target One, the club participation was amazing. With no real guidance from FAWCO, their fundraising events and projects exceeded all expectations.

During the Target Two campaign, most of the money raised will come from this sector again. It would be a very strong showing if overall FAWCO club donations exceeded their Target One donations. FAWCO cannot be assured that the same clubs will donate at the same levels as the previous campaign. It is important that TFF provide the resources as stated above as well as share the success stories that we learn from Target Two to keep the momentum at a pace to achieve the goal.

Viewing the statistics, the area where there was the least amount of club participation was in the small clubs. This might be an indication that a “small club” strategy- a plan to assist clubs with special fundraising ideas tailored to their size. These clubs need to be assured that not every fundraising event needs to be on a grand scale. Any amount raised will help!

**FAUSA is counted in the club calculations*

Making the Regions Matter

100% of the regions participated in fundraising for Target One. This is a very strong statement yet virtually nothing has been said about this fact.

It would be beneficial to engage the Regional Directors in a more active capacity. They have the ability to help make the Target program more relevant and personal to their clubs. Do they send newsletters, monthly emails, hold Skype calls? TFF should be able to capitalize on this and hopefully expand the number of participants.

The two lowest performing regions were Region 7 and Region 10. Upon examination, both of these regions contain clubs in developing countries. These clubs *probably* donate to projects in their host nations that may align themselves to the new Target issue. If so, their donations should be counted in part of the total and they should be recognized for it. These are also more remote regions geographically and Regional Director participation would be an asset in engaging these clubs. The Regional Directors are more likely to know each club's situation, and have more personal contact with the Reps than FAWCO or Foundation Board members.

Much of the philanthropic fundraising is done at the conference either on Foundation night, individual donations at the conference, sales of items for programs etc. It might also help to expand the fundraising and relieve some of the burden from the conference attendees by holding a Target Fundraising activity within the regions. For Target Two, TFF might consider supporting an event in a region (or two) where clubs are geographically close and be able to attend or participate in an activity.

Individual Donations-A Unique Opportunity

While there were a high percentage of club donors, (68% of total clubs), the percentage of individual donors was not spectacular; 95 donors out of 12,000 members.(1% of total FAWCO Club members) We recognize that a great number of individual donors contributed to club totals. We also believe, based on anecdotal evidence and club reports, that clubs who held Target fundraising activities did not have 100% participation from their clubs' members.

There were some efforts to get individual donations but much more can be done. Direct mail campaigns initially take time. There is a list of the 95 donors from Target One .TFF can start building the first data base (a simple list!) now and build on it throughout the campaign.

FF can use the end of year holiday season to promote individual donations, citing tax advantages. We could call on the Regional Directors to assist us with a direct mail campaign or have a special campaign to mark Human Rights Day.

Other ideas include: highlighting the program that exists within companies to match employee donations, a certificate program for students, programs where donations are "in honor of" or in "memory of" someone.

Target Fundraising “Other”

Target fundraising other consisted of three items: The cruise, the book published by the Dublin club and the silver well charms.

Other than the book, the information about the other two projects, the charm and the cruise was impossible to confirm. One observation is that more uniform “sales” records should be maintained in the next campaign!

TFF will control the “Other” portion of the next Target Campaign; this may be the area where we can make the largest direct impact on the total money FAWCO will raise in this next campaign. In the Task Force report it cited a few opportunities that warrant discussion at Target planning meetings:

- A dedicated cruise or Target” vacation-like activity (safaris, visit to exotic destinations)
- An activity or event during the FAWCO conference
- Online Auctions
- Corporate sponsorships

If TFF wishes to continue the book and charm projects there is room for potential. Earlier preparation to improve timely deliveries, more consistent communication with vendors stronger publicity (including marketing to “friends” of FAWCO), planning channels of distribution for products, periodic reporting on results to monitor the existing strategy and maximize opportunities and an end game to liquidate any remaining products.

Cruises or Other Destination Activities

The strength of the cruises has always been that Ann Di Simoni and her team arranged nearly all of the details and it would be beneficial if TFF wants to pursue this type of activity that it is outsourced to someone who will do all of the work. Ann does it at little or no cost to The Foundation. This would be a consideration when deciding who or what company will undertake the event

Corporate Benefactors and Sponsors

There was a great deal of criticism that TFF failed to obtain corporate sponsors for Target One. However, the Foundation Cruise *was* successful to a great extent because of the assistance and support of local businesses near Genoa. (The city where the cruise coordinator was located.)The Target Project also received a matching donation through a program from Microsoft.

It might be extremely helpful to the campaign to have one major sponsor and one major benefactor (they could be the same company). The sponsor would underwrite the expenses of the campaign and a benefactor would support matching grant program. It would be beneficial to have these in place by the March 2014 conference.

The program that exists within companies to match employee donations needs a much higher profile and should be part of TFF’s “Corporate Fundraising Tool Kit”

A Strategy To Consider

AWG Paris was the largest overall donor. Their strategy is a good model for discussion.

- They obtained a matching grant from a US foundation. For every dollar donated from September to December 2011, the foundation matched it up to \$3,000. By December AWG had exceeded that goal.
- From September 2011 until approximately May 2012, the FAWCO rep was given time at each monthly club meeting to talk about the project. She carried a bottle of dirty water to every event! Members donated each month, especially during the matching grant period.
- A photography class was organized for members in the fall. The activity leaders donated their time. There were around 8-12 people who participated in the class. Photos from class members were also included in the photo book. An exhibition was held of all of the class members' photos in November. Proceeds for both activities were donated to the Tabitha project.
- In December 2011, a Well Deserved Dessert activity was organized with a local cooking school. Approximately 10-12 members attended. The school deeply discounted their fee and the net proceeds were donated to the Tabitha Project.
- In 2012, AWG obtained sponsorship and support from Veuve Clicquot for their Gala to raise money for Tabitha. Veuve Clicquot donated champagne for the event, a vintage bottle and an exclusive stay at their private chateau as auction items. Janne Ritskes, Founder of Tabitha attended and received a Woman of the Year Award. About 30% of the total raised for Tabitha was from this event, which raised about \$25,000 overall for AWG.

The FAWCO Rep, Clydette De Groot did all of the planning. She started her fundraising preparations for the project after the FAWCO Conference in Marrakesh and had most of her plans completed when she returned in the fall. She enlisted the help of a few talented AWG members to assist her. She was also the person who obtained the matching grant through connections she had in the States.

All of the concepts for activities were simple. Clydette used local assets such as the photography instructor and the cooking school and got them on board early in the planning stages. Her plan was to conduct fundraising during the 2011-2012 AWG calendar year only; she wanted to avoid conflict with AWG fundraising and preventing "donor fatigue".

She called on the personal connections she thought might be able to assist her (the matching grant) and seized upon opportunities when they presented themselves (originally, the Gala committee had only wanted Veuve Clicquot to donate champagne for the event. In the course of discussions with them they learned of the "Woman of the Year" awards and Clydette proposed Janne Ritskes. After that, AWG received the auction items as well as the champagne.)

These key elements can be applied to any FAWCO organization!