Evaluation of Fundraising Effectiveness of Winnipeg
Voluntary Sector Disability Organizations

BY

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I would like to dedicate this study to people with disabilities all over the world who are facing a variety of barriers and discriminations. It is my hope that some day they will live in this world independently with full human rights and dignity. I also would like to thank all people who volunteer and work with people with disabilities all over the world.

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ABSTRACT

For the past 20 years, with the emergence of neo-conservatism, governmental support for voluntary organizations has decreased, resulting in intensively increased competition among voluntary organizations all seeking the same philanthropic dollars. Due to this trend, voluntary organizations have to develop their own strategies and tactics, but knowledge of fundraising has been transmitted orally and identified by only some practitioners who made their own observations or researchers of the literature.

This researcher analyzed the fundraising activities of three voluntary disability organizations in Winnipeg as a case study, based on qualitative data identified by self-report questionnaires, documents analysis and interviews with the purpose of improving their fundraising effectiveness.

The result indicates that they defined fundraising as effective if they raised more than the goal amount set by their organization after costs. These organizations were also concerned with fulfilling other factors, such as improving donor relations, recruiting more volunteers and enhancing public relations based on the assumption that all funds are raised ethically. They also regarded government fundraising as the most effective because governments still provided the biggest portion among all sources of their revenues. Also, special events were one of the most effective fundraising methods because they used unique and creative methods to collect funds and increase the public awareness.

This researcher also recommended the use of the media, such as television or radio, the fundraising assessment checklist, the energetic involvement of the board of

directors, and establishment of a fundraising department for improving fundraising effectiveness. A government funding policy also has to ensure clarity, consistency, and transparency among government departments and agencies including longer period grants, sharing specific knowledge and experience of voluntary organizations, and providing equitable access to organizations.

It is concluded that a fundraising department should be established and involved in the above issues to actively conduct a variety of fundraising activities and improve fundraising effectiveness.

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CHAPTER 1

INTRODUCTION

The Voluntary Sector Initiative (VSI) is a joint process between the voluntary sector and the Government of Canada. According to the Voluntary Sector Initiative (2003), there are more than 180,000 charities and non-profit organizations in Canada. These voluntary sector organizations are so broad and diverse because they are working in areas such as education, health, arts, religion, social services and the environment. In recent years, voluntary sector organizations are facing increasing demands for accountability, whereas their available resources for providing services have been reduced under the ideology of neo-conservatism.

In particular, funds are essential to finance programs for voluntary social service organizations, services, facilities, buildings, or activities. Voluntary organizations have to raise funds for supplemental income when their dues, fees or other charges, as well as governmental support, are not enough to cover their budgeted expenditures (Mirkind, 1972). Depending upon the amount of funds available to organizations, social services could be continued and expanded.

To survive, organizations have to develop effective fundraising tactics (Burlingame, Hulse and editors, 1991; Howe, 1991; Mixer, 1993; Hall, 1996; Klein, 1996). The tactics which organizations choose will significantly affect the overall operation of the organizations (Loewenberg, 1975). We can simply say that fundraising methods are efficient if they were able to obtain funds above and beyond

their expenses. A detailed definition of effectiveness will follow later. Fundraisers need to have a clear understanding about the political, social, and economic environments in which organizations are involved (Burlingame, Hulse & editors, 1991; Ross & Associates, 1991). One example of these environments can be explained as follows; if within a particular social environment that frowns upon gambling, it is unlikely that that any fundraising revolving around a gambling event would be successful. It would also be imprudent for a fundraising event to sell alcohol to raise funds for an alcohol dependency program. It is important for fundraisers to be conscious of these social issues and environments to maximize the effectiveness of their fundraising. Thus, we have to be careful that even if organizations raised more funds after their expenses, if fundraising methods are not ethical, this researcher defines those as not effective.

Also, as Loewenberg (1975) insists, the issue of fundraising in relation to social work values and practices has emerged as an important social agenda. For example, fundraisers have to be aware of related organizations' missions, goals, objectives, services, needs, programs and budgets before and during the time when they are raising funds to be successful. Furthermore, fundraising research might be able to identify a problem, condition or community situation because fundraisers have to identify those issues before they start fundraising to be successful and fit into their specific environments (Mirkind, 1972). In this view, it is true that fundraising plays an important role in initiating, expanding and continuing social services for community residents (Young and Wyman, 1996).

However, according to Brown and Brown (2001), research on a variety of fundraising tactics has not been very good in both quality and quantity. According to Bancel (2000) and Ott (2001), the scope of fundraising in the voluntary sector has grown significantly in the last several decades in relation to the amount of money raised. However, research on fundraising practices has not been able to match the remarkable growth of fundraising in the voluntary sector. According to Warwick (2000), much of the literature that has been written by practitioners largely reflects their own experiences rather than relying on researched data. They continually indicate that even if formal training and professional development of fundraisers started to increase, most fundraisers receive training and skills through their jobs, and accept the advice of others in their immediate environment.

Historically, knowledge of fundraising tactics has been transmitted orally and only some practitioners identify their observations or research in literature (Burlingame, Hulse & editors, 1991; Warwick, 2000; Lister, 2001). The oral method may be flawed because the information might be transmitted incorrectly or might not even be transmitted consistently over a long-term basis. Therefore, rather than depending solely on the oral method, we need to have literature to record and transmit the exact results of actual research and the skills and knowledge of fundraising tactics. It is for this simple reason that this researcher is conducting this study to record and transmit information on how to evaluate and improve fundraising effectiveness. Caution is required that this researcher has not measured the effectiveness of information transmission in the agencies this researcher has surveyed, but has

researched effective fundraising skills, as well as how to evaluate fundraising effectiveness.

Furthermore, identifying the different sources of funding might be helpful for developing fundraising tactics. Effective fundraising tactics do not guarantee effective fundraising if organizations do not carry out their plans correctly. In this study, this researcher will not explore this issue, but will explore fundraising tactics proved to be the most and least effective by the respondent organizations. Howe (1991) insists that all funds come from only five sources. First, individual donors give to voluntary organizations through membership dues, annual giving, and other ways such as family foundations. Second, federal, provincial, and municipal governments give grants to voluntary organizations. Third, the business sector gives to voluntary organizations directly or indirectly through their corporate foundations. Fourth, a variety of foundations such as family, corporate, or community foundations give to voluntary organizations. Last, voluntary organizations such as churches, professional associations and service clubs sometimes give to other voluntary organizations.

According to Mishra (1984), historically, with the emergence of neo-conservatism, governmental support has decreased and voluntary organizations have had to rely on contributed donations that result from fundraising. For the past 20 years, neo-conservatism has tried to overcome government deficits by cutting social spending and seeking the private sector to stimulate economic growth. Neo-conservatism does not consider structural or environmental factors as sources of social problems but attributes them to individual or family problems. Neo-conservatism would argue that helping those who fail to live independently stimulates

idleness and dependence on government and leads others to avoid efforts to support themselves (Mishra, 1984). Neo-conservatism also argues that government services, beyond a basic subsistence level, encourages human and capital resources to escape from the productive sector, discourages work and stimulates consumption of unneeded services. Their view is that the welfare state is too expensive and too inefficient. That is, the welfare state produces the causes rather than the solutions for many of our social problems (Mishra, 1984).

According to Ismael (1985), Canada has been affected by neo-conservatism. Canada has significantly attempted to reduce the public expenditures of the Canadian welfare state. This author insists that particularly, in 1989 and 1990, the federal government drastically cut social spending and started to give up universal programs as well as cutting budgets for voluntary organizations. Almost thirty years ago, Loewenberg (1975) also predicted that governmental funding alone would not be able to support a variety of social welfare programs and thus voluntary sector efforts would also be required to play a significant role in meeting social needs. This prediction has become a reality. Recently, the competition among voluntary organizations for private funds has become increasingly intense because government support continues to decline and voluntary organizations are all seeking the same philanthropic dollars. According to Ott (2001) and Tuckman (1998), the overall worldwide situation of governments' support to the voluntary sector has declined. Therefore, voluntary sector organizations have to devise their own tactics to operate their various programs, especially through fundraising from individuals, corporations and foundations as well as securing funds from governments on a continual basis.

However, there are some chronic difficulties with fundraising. Traditionally, fundraising has been regarded as the dirty work of voluntary organizations and treated the same as begging. According to Klein (1996), because of negative prejudice like this, still, nowadays, many voluntary organizations have difficulties in securing funds from foundations, corporations, and individuals. Fundraising is not easy. No one has ever invented a magic solution for fundraising. It can be so diversified and complex that voluntary organizations need to develop the skills of fundraising (Young and Wyman, 1996). Additionally, Mixer (1993) insists that fundraising has low respectability. For example, many people who have received mail and telephone solicitation regard fundraising as an annoyance. Asking for money is often regarded as begging or pressuring someone (Young & Wyman, 1996; Howe, 1991).

Keeping in mind these premises, this researcher has developed the three research questions that follow: What is the effectiveness of the various funding activities?; What are effective fundraising methods?; How do sample organizations in this study evaluate the effectiveness of their fundraising activities?. Fundraisers need to determine the effectiveness of fundraising activities because there are a variety of definitions of effectiveness. For example, this researcher will consider it is not effective if the fundraising tactics are used unethically even though a large amount of funds after expenses are raised. After this researcher completed research on how sample organizations in this study evaluate their fundraising activities, this researcher also developed his own rationale to evaluate the sample organizations' fundraising activities in this study so that organizations can produce maximum results with the

least amount of money invested in fundraising in an ethical manner (Duronil &
Loessin, 1991).

In order to answer these three questions, this study proposed a variety of
fundraising tactics through a review of the literature and presented the practical skills
and knowledge needed by prospective fundraisers. In detail, this researcher has
developed the following objectives. In order to find effective fundraising guidelines,
first of all, through a Canadian literature review, this researcher examined nationwide
fundraising situations to get a broader picture of fundraising activities. Examining
these fundraising situations was helpful for this study because it provided us with
information related to the number of frequently used fundraising tactics and their
effectiveness. Second, this researcher evaluated the fundraising activities of three
voluntary organizations helping people with disabilities in Winnipeg as a case study
by way of self-report questionnaires and interviews. This researcher will explain later
how to measure the variables under study. For confidentiality, the names of the
sample organizations will not be released. The process of choosing these sample
organizations will be explained later in more detail. Last, this researcher carefully
analyzed the results of this research and developed some recommendations based on
this information.

As this researcher mentioned earlier, the extensive cutbacks of government
funding started in many countries in the 1980s and '90s (Ott, 2001; Tuckman, 1998).
However, according to Hall (1996), it is true that the majority of funds for voluntary
organizations still come from governments in Canada. The author insists that after
government dollars, individual donors give more money to voluntary organizations

than any other sources, including corporations or foundations. After individuals, foundations and corporations follow. However, there has been little data collected on how fundraisers in Canada actually raise funds from individual donors, foundations or corporations (Hall, 1996). This study focused entirely on researching the effectiveness of a variety of fundraising activities asked about in the questionnaires designed for this study.

In particular, this researcher used the concept of hypothesis. A hypothesis is "an idea about the nature of social reality that is testable through systematic research (Levin & Fox, 1997, P. 405)." The first step in the stages of social research is to set up testable hypotheses. A hypothesis consists of an independent variable and a dependent variable. The independent variable is related to the presumed cause and the dependent variable is related to the presumed effect. For example, 'If you have more fundraisers you will be more likely to raise more money than if you have no or fewer fundraisers.' Having more fundraisers is an independent variable and raising more money is a dependent variable.

Every tactic will not work to the same degree for every organization (Duronio & Loessin, 1991; Greenfield, 1999). It is this researcher's hope that this study allowed voluntary organizations helping people with disabilities to choose their own specific tactics that will work the most effectively for them while expanding the tactics they are already using. After reading this study, it is also this researcher's hope that readers will be able to gather useful information on effective fundraising activities that may fit their own environments. The goal in this study was to help them save unnecessary time and energy.

C H A P T E R   2

LITERATURE REVIEW

In this section, this researcher reviewed the theory of evaluating fundraising efficiency. Second, this researcher reviewed a variety of fundraising tactics that were largely included in the questionnaire in this study. Third, rather than reviewing all voluntary organizations in Canada, this researcher focused on reviewing types of charitable fundraising including distribution and sources of those charities because this study is primarily interested in raising charitable funds. This researcher also reviewed Hall (1996)'s study on a national survey of fundraising practices of Canadian charities. Last, this researcher reviewed charitable fundraising in Manitoba. Here, this researcher primarily reviewed the average 1997 expenditure by charitable organizations and the governmental funding sources of those organizations.

2.1 Theory of Evaluating Fundraising Efficiency

This study regards fundraising tactics as efficient if they gather extra funds after deducting the costs to raise those funds. Therefore, the most efficient fundraising tactic is one that gathers the greatest amount after deducting costs, whereas the least efficient tactic is one that gathers the smallest amount of funds after deducting costs. Generally, fundraising has goals and objectives that go beyond how much money is raised. Fundraising aims to find more prospects and donors and encourage members' active participation as well as fiscal support (Greenfield, 1999). Murray (1994) developed four purposes for evaluation of fundraising effectiveness as follows: "1) To identify what is being done well; 2) To identify some areas that need improvements;

3) To identify the whole planning process and 4) To identify future plans including objectives" (p. 47).

In particular, Greenfield (1999) developed a nine-point performance index to "evaluate the unique performance of each fundraising method based on its results (See table 2.1) (p. 79). The author maintained that using the same index to evaluate each fundraising tactic is very helpful for comparative analysis because it provides a uniform grid.

(1) Participants

Tracking the number of participants is very important because fundraising aims to help more people participate in the organizations' activity as well as provide financial support. Here, the term 'participants' is defined as the number of donors responding with gifts.

(2) Income received

Each fundraising event aims to secure more money as well as involve more participants in fundraising.

(3) Expenses

Identifying costs spent to raise money is also essential to evaluate the effectiveness of each fundraising tactic used.

(4) Percent of participation

This is a result of dividing the number of respondents by the number of solicitations made. For example, an acquisition mailing was sent to 80,575 people and 1,156 people responded with gifts. Again, one year later, a renewal mailing was sent

to these same 1,156 donors and 602 people responded with gifts. The calculation required to determine the percentage of participation is as follows:

Acquisition mailing: $(1,156 \div 80,575) \times 100 = 1.43\%$

Renewal mailing: $(602 \div 1,156) \times 100 = 52\%$

Therefore, it can be seen that the renewal mailing is more efficient than the acquisition mailing. However, it is also true that the renewal mailing success is based on the fact that the acquisition mailing was done in the first place.

(5) Average gift size

Assessing the gift size is a valuable indicator to compare with other gift sizes. It can be calculated by dividing the total contributions received by the number of donors. For example, $35,758 was raised from 1,156 donors through the acquisition mailing and $31,304 was raised from 602 donors through the renewal mailing. The Average gift size is as below.

Acquisition mailing: $\$35,758 \div 1,156 = \$30.93$

Renewal mailing: $\$31,304 \div 602 = \$52$

As a result, the average gift size of the renewal mailing is bigger than that of the acquisition mailing. Also, according to Levin and Fox (1997), a median is a measurement of the typical value that occurs in a distribution because it is the middle value in any given distribution. If there are very large values or small values, the median value is a more appropriate measurement than an average gift size because those values can increase the average disproportionately. Also, standard deviation can be used to assess dispersion. According to Levin and Fox (1997), standard deviation

is "the square root of the mean of the squared deviations from the mean of a distribution as a measure of variability that reflects the typical deviation from the mean" (p. 409).

(6) Net income

Net income is the result of subtracting solicitation costs from the total contributions received. Net income reveals not only profitability but also the efficiency of the fundraising tactics used. For example, $32,641 was spent to raise $35,758 through acquisition mailing and $1,625 was spent to raise $31,304 through renewal mailing. Net income is calculated as below.

Acquisition mailing: $35,758 – $32,641 = $3,117

Renewal mailing: $31,304 – $1,625 = $29,679

(7) Average cost per gift

Identifying the average cost per gift will also be beneficial in assessing cost-efficiency which is an important part of overall effectiveness. The average cost per gift can be secured simply by dividing total fundraising costs into the number of donors.

Acquisition mailing: $32,641 ÷ 1,156 = $28.24

Renewal mailing: $1,625 ÷ 602 = $2.69

Acquisition gifts were produced at an average cost per gift of $28.24 to realize an average gift of $30.93, whereas an average gift of $52 was realized at a cost of $2.69 through the renewal mailing. As a result, acquisition gifts were realized at a much higher cost per gift than that of the renewal mailing.

(8) Percentage of fundraising cost

The percentage of fundraising costs can simply be acquired if fundraising expenses are divided by the total contributions received and are multiplied by 100 for a percentage.

Acquisition mailing: ($32,641 ÷ $35,758) × 100 = 91.28 %

Renewal mailing: ($1,625 ÷ $31,304) × 100 = 5.19 %

(9) Percentage of return

Each fundraising tactic should be able to demonstrate improvement on previous results and produce reliable degrees of efficiency and profitability. Greenfield (1999) insists that "the larger the number of active donors available for renewal, the greater the net return they will provide" (p.84). The return percentage can also be acquired if net income received is divided by fundraising expenses and multiplied by 100 for a percentage.

Acquisition mailing: ($3,117 ÷ $32,641) × 100 = 9.55 %

Renewal mailing: ($29,679 ÷ $1,625) × 100 = 1,826 %

A nine-point performance index for examples of acquisition and renewal mailing is displayed below (Greenfield, 1999, p. 80). This index does not add to a total score. Completing this index for each fundraising tactic will be able to yield data to forecast the future performance of organizations.

Table 2.1. Nine-point Performance Index Analysis of Acquisition and Renewal Mailings

Nine-point performance	Acquisition mailing	Renewal mailing
1) Participation (Number of donors responding with gifts)	1,156	602
2) Income (Gross contributions)	$35,758	$31,304
3) Expense (Fundraising costs)	$32,641	$1,625
4) Percent participation (Divide participants by total solicitations made; multiply by 100 for percentage)	1.43%	52%
5) Average gift size (Divide income received by participants)	$30.93	$52
6) Net income (Subtract expenses from income received)	$3,117	$29,679
7) Average cost per gift (Divide expenses by participants)	$28.24	$2.69
8) Percentage of fundraising cost (Divide expenses by income received; multiply by 100 for percentage)	91.28%	5.191%
9) Percentage of return (Divide net income by expenses; multiply by 100 for percentage)	9.55%	1,826%

(Greenfield, 1999)

2.2 A Variety of Fundraising Tactics

This section reviews a variety of fundraising tactics discussed in the literature. This researcher tried to find any available evidence on the effectiveness of each tactic listed below, but this researcher was not successful. The literature described only the necessity and importance of each tactic. This is why this researcher included those questions related to these tactics into the questionnaire in this study. This study aims to find any available evidence on the effectiveness of each tactic listed below.

1) Hiring professional fundraisers

Klein (1996) argues that voluntary organizations always have an ongoing need to raise more money to operate their programs. Essentially, they need to hire

fundraisers who are responsible for fundraising. Klein also points out that a hired fundraiser would be able to generate much more money than organizations are currently raising, even including the salary for the fundraiser. A fundraiser can develop short and long-term plans for effective fundraising by setting each tactic and its goal. In particular, a fundraiser has to keep information on all kinds of fundraising issues such as the mailing list, specific fundraising tactics or how to evaluate fundraising performance.

An organization requires a wide range of people, including volunteers, and their experiences and skills are critical to the growth of the organization. The author emphasizes that the most important job of fundraisers is to encourage volunteers to participate in fundraising positively. Without using volunteers, fundraisers would be "overwhelmed and burned out" (p. 8). A fundraiser who has a great deal of volunteer experience will have a much better idea of how to work with volunteers. Furthermore, fundraisers have the ability to train and motivate people in all areas of fundraising (Young & Wyman, 1996). It is also ideal if small organizations can hire a fundraiser, but in reality it will be difficult to hire a fundraiser because small organizations might not be able to perform a variety of fundraising tactics that a fundraiser would develop.

2) Developing a fundraising proposal

Bowman and Branchaw (1992) define a proposal as "a document that offers to solve a problem for a leader or group of leaders by providing specific goods and/or services at a specified cost or in exchange for something else." (p. 2). Miner, Miner and Griffith (1998) identified two types of proposals including a full proposal and a

letter proposal. Often public grants require a full proposal that includes detailed information ranging from 15 to 100 pages. In contrast, private foundations and corporations require a proposal letter that includes a brief amount of information ranging, on average, from two to five pages in length, although some organizations do require more.

Bowman and Branchaw (1992) give an example outline of a full proposal that includes "cover letter, title page, abstract, introduction, need/problem, objectives, tactics, evaluation, dissemination, budget and appendixes" (p. 75). This outline can be used for a letter proposal as well. The authors add that for any style of public or private proposal, following samples of winning grants is very beneficial because a writer will be able to save time as well as obtain information on what depth of detail is required.

Howe (1991) argues that a fundraising proposal should be written from the point of view of the donor rather than according to the organization's need. A proposal should essentially identify the problem and describe what the organization can do to solve that problem. An abstract needs to be included because staff of the donor organization might only summarize the proposal and report to their superiors. Howe (1991) emphasizes the importance of form in addition to content. Undoubtedly, an abstract requires a variety of form writing skills such as adjusting margins, spacing and paragraphing. Most importantly, it requires good writing skills and the ability to summarize succinctly. Generally, there are three kinds of proposals that focus on the needs of the three different types of donors.

A) Developing proposals for corporations

Bayley (1988) emphasizes the importance of corporate fundraising. It not only gathers needed dollars but also increases public recognition. Having necessary financial resources usually involves many individuals giving relatively small gifts, but like the star player, the corporate gift improves public recognition as well as gathers much greater funds. Tenbrunsel (1982) implied that in reality, corporations are not obligated to donate anything. Corporations aim to make as much profit as possible. Therefore, fundraisers have to convince corporations to donate by showing them how a donation would be beneficial to their business.

In addition to the fundraiser, Tenbrunsel (1982) and Howe (1991) argue that the board chairperson may also be able to contact corporations. To obtain more funds, the fundraiser or the board chairperson needs to know the person who is responsible for making decisions in the corporation as well as to be aware of the giving history of the corporation. Importantly, Tenbrunsel explained that the fundraising proposal for corporations should be kept short in letter style, no more than six pages including attachments. Specifically, Tenbrunsel identified seven elements of the corporate proposal that includes an introductory statement, objectives of the proposal, description of the program, the benefit of the program, the particular relationship with the corporation, the budget including salaries, materials, services, and attachments including brochures, news clippings and a recent auditor's report. Young and Wyman (1996) comment that many corporations have "quite specific areas of interest and limit their giving to these areas" (p. 107). Therefore as Tenbrunsel (1982) says, organizations have to match their interest to that of corporations.

Furthermore, Young and Wyman (1996) identify that in addition to money, many corporations donate their products, services, building space and employee time. The in-kind donations might be more than cash donations. Fundraisers should provide a list of needed goods and services, such as computers, a fax-machine, office space, food, and airline tickets within their corporate proposal. Therefore, information about the corporation is very important. Howe (1991) and Young and Wyman (1996) suggest that fundraisers should research the local Chamber of Commerce, corporate annual reports, or local municipal government's business development office.

B) Developing proposals for foundations

According to Bayley (1988), foundations are usually established to donate to voluntary organizations. Fundraisers, those who raise funds for the foundation, have an obligation to give money away based on strict regulations set by the foundation's charter. Tenbrunsel (1982), Young and Wyman (1996) and Greenfield (1999) classify foundations into four categories as follows. First, family foundations represent the greatest percentage among foundations, whereby funds are gathered by a wealthy individual or family. Second, companies create corporate foundations in order to support worthwhile organizations and causes. Third, community foundations are a growing trend. They receive funds from many sources rather than one source and address community needs through the awarding of grants for specific projects. Last, operating foundations are established by voluntary organizations to obtain funds from individuals, corporations, and other foundations. Most colleges, hospitals, religious groups and universities have this kind of foundation.

To obtain more funds, fundraisers need to obtain annual reports and application forms that foundations publish and distribute. However, preparing a good proposal is the most important issue. Greenfield (1999) argues that content is more important than the form and the design of the proposal. In particular, if existing staff cannot prepare the proposal, professional help should be provided to create brief and clear content. As an example of an outline for a foundation proposal, Greenfield identifies the following content (p. 214).

Table 2.2. Outline for Foundation Proposal

Contents
1. Cover letter
2. Introduction and abstract of executive summary
3. History and background
4. Project description and problem statement
5. Goals, objectives, and estimated outcomes
6. Plan of action and project methodology
7. Evaluation plan reports
8. Budget required and future funding plan
9. Conclusion and summary statement
10. Attachments, appendices, and support materials
    a. Roster of board members
    b. Most recent audited financial statement
    c. Operating budget for current year
    d. Tax-exempt documentation
    e. Curriculum vitae for program director
    f. Charts, drawings, renderings
    g. Remaining essential support documentation

(Greenfield, 1999, p. 214)

Bayley (1988) encouraged fundraisers to research the foundation directory because it provides valuable information about a foundation. Tenbrunsel (1982) emphasized the importance of interpersonal contacts between fundraisers and foundations and insisted that fundraisers have to match their interest to that of foundations.

C) Developing proposals for government

Greenfield (1999) defines government funds as funds that are "awarded as agreements or contracts for specific services to be performed · · · · · [and that] are an important source of revenue for not-for-profit organizations" (p.216). Young and Wyman (1996) identified that governmental funding emphasizes current social issues more quickly and closely when compared to foundations or corporations. Earlier, Tenbrunsel (1982) also stated that government funding is the most popular and important of all the tactics of fundraising. The competition for government grants has been increasing since federal funding has decreased.

Tenbrunsel (1982) identified an outline for including elements such as a title page, an executive summary, a table of contents, an introduction, a needs assessment, a statement of objectives, tactics, an evaluation plan, time line chart, grant management worksheet, budget, and future activities. A funding proposal should include more detailed reports on activities and the financial situation of the organization. Tenbrunsel warns that lengthy proposals and bureaucracy are obstacles fundraisers have to overcome. Therefore, fundraisers have to develop skills at identifying government funding programs and match their interest to that of government. Furthermore, according to Young and Wyman (1996), governmental funding programs involve brochures and field officers. They identify "eligibility criteria and guidelines, areas of interest and application procedures" (p. 112). To obtain more funds, fundraisers have to obtain this information as their first priority.

3) Encouraging the board of directors to participate energetically in fundraising.

Generally speaking, the major responsibility of the board of directors includes: developing policies; actively participating in fundraising; recruiting qualified board members; hiring qualified senior staff; and representing the organization in the community (Young & Wyman, 1996; Stolper & Hopkins, 1989). Given these functions, respected, prominent, and hard-working board members are very essential factors in successful fundraising. They must be able to raise funds for the sustainability of the organization. Furthermore, the board of directors should be able to contribute funds, generate funds from other sources, provide professional expertise, lend credibility to the organization, and represent the interests of the community. Furthermore, they need to be good at accounting, advertising, finance, law, management, and marketing (Stolper & Hopkins, 1989).

The board members are potentially good sources because generally board members are sincerely interested in their organization. The most ideal board of directors should include members who are very interested and devoted to the mission and goals of the organization. Then, they will work to attain the goals of the organization and furthermore participate in fundraising activities to accomplish them. In particular, donations from board members are psychologically a very important factor for the success of fundraising (Stolper & Hopkins, 1989). Last, the attendance of the board members in fundraising events lends meaningful credibility in the community (Stolper & Hopkins, 1989).

Tenbrunsel (1982) mentions that the board of directors should include at least one wealthy member because he/she will be more able to effectively solicit individual and corporate gifts. These authors believe that fundraising must be a mainstream function of the board of directors. The board of directors needs to be listed on letterhead for effective fundraising. This should include the honorific titles; the Rev., Dr., Ph. D., B.S.W., or President. This gives credibility to an organization (Young & Wyman, 1996; Sheldon, 2000).

Another creative tactic to actively involve prestigious individuals is to have them directly involved in working committees such as a fundraising committee. The fundraising committee might be composed of several board members and a number of respected members of the community who might be invited to become board members in the future (Young & Wyman, 1996).

4) Sending an annual report and monthly bulletin regularly

Upshur (1982) also indicates that an annual report is an excellent way to obtain funds by showing potential donors a variety of activities and financial statements. The annual report is the most important fundraising tool because it is the external document of the financial statement and activities of the organization. Usually, corporations, foundations, and governments are willing to use an annual report as an important reference in addition to a fundraising proposal. The annual report should be neat, well written and contain essential information such as the financial statement, activities and achievements, history, sponsors, the board of directors, and staff. The authors explain that the financial statement is the key point of

the annual report as well as historical information on when the organization was formed and what its purpose is (Stolper & Hopkins, 1989; Howe, 1991). In particular, Fitzpatrick and Deller (2000) propose that listing donors in the annual report is one of the best ways to appreciate the donors' contributions. Stolper & Hopkins (1989) also propose that the annual report needs to be prepared at the end of each fiscal year to send it to both donors and the general public. They identify that the annual report can be started with remarks by the board president followed by the executive director's introduction.

Howe (1991) argues that the annual report needs to be well written and may include pictures to gain the reader's interest. Importantly, Sheldon (2000) argues that an organization needs to secure the annual report from both foundations and corporations because it provides information on their charitable giving.

5) Charitable registration for securing a taxation number

In order to secure funds from individuals, corporations and foundations effectively, it is suggested that organizations need to register to get a taxation number. The Canada Customs and Revenue Agency distributes a small book called Registering Your Charity for Income Tax Purposes (Young & Wyman, 1996). Voluntary organizations will be able to get a taxation number and issue official donation receipts for donations by registering as a charity. This reduces the taxable income of donors. Also, organizations that are registered as a charity are eligible to be exempt from income tax (Stewart, 1996; Young & Wyman, 1996). However, not all voluntary organizations in Canada are eligible to register. To be eligible,

organizations have to "be established and operated for charitable purposes, and [they] must devote [their] resources to charitable activities" (Canada Customs and Revenue Agency, 2001, p. 4).

Also, there are some limitations on advocacy activities that could threaten a charitable registration. According to the Voluntary Sector Initiative website (2003), the Joint Regulatory Table (JRT) is reviewing this issue to recognize the problems and find solutions for them. First, all registered charities have to fill out an information return form called a T3010. This form is available to the general public, but it is very complex and needs to be simplified. Second, the regulations that define what business activities registered charities are able to engage in are not yet clearly established. More concrete and specific regulations should be created to clarify this issue. Third, there is little information about how the Canada Customs and Revenue Agency (CCRA) decides on registration and revocation. Also, we are not able to easily access information about registered charities. These limitations should be removed. Fourth, charities that fail to comply with the regulations of the CCRA face only one penalty, which is de-regulation. Various alternative solutions should be developed. Fifth, charities that have their application for registration rejected or have their existing registration revoked by the CCRA can only appeal to a federal court This may be exceedingly cumbersome, costly and therefore, easier access to a fair and reasonable appeal process is required. To be more specific, even the exact definition of a charity is not stated in any legislation. It is up to a federal court judge to decide what is charitable. To hold registered status, charities have to follow the regulations set out by the Income Tax Act. Last, to ensure a supportive environment for voluntary

organizations, institutional reform should take place. For example, not only should an enhanced Charities Directorate continue to operate within the CCRA, but there should also be a complementary agency or an independent commission that should work with the CCRA to better deal with voluntary organizations.

6) Recruiting and training volunteers

Duronio and Loessin (1991) emphasize that the extensive participation of volunteers is essential for successful fundraising. Wendroff (1999) mentions that volunteers are the fuel that drives the engine of voluntary organizations. Committed volunteers are proof of an organization's credibility in that they are willing to give their time to the organization, considering that time is one of the scarcest of human resources. Voluntary services are the life-blood of philanthropy since they reveal its most important values. Therefore, volunteers represent the voice of philanthropy. More importantly, volunteers are able to legitimate the voice of professional fundraisers (Burlingame & Hulse & Editors, 1991). Most people are afraid of asking for money even if the money is for a worthy cause, because they are very shy and are afraid they will be rejected (Young & Wyman, 1996). Therefore, volunteers need to be supported, encouraged, and trained. The motivation of volunteers corresponds with that of donors. If recognition and reward please volunteers, they will volunteer more positively.

According to Greenfield (1999), the biggest strength regarding the use of trained volunteers for fundraising is that volunteers might gain more funds than fundraisers. The rationale is that friends and neighbors of volunteers are more likely

to respond to solicitation than fundraisers. Therefore, all organizations constantly require more volunteers who are willing to ask their friends and neighbors for donations. However, Greenfield maintained that professional fundraisers play an important role for organizing, training and guiding the volunteers to be effective in their overall fundraising.

Volunteers who are uncomfortable with direct fundraising can perform other functions that are equally valuable to the success of fundraising. For example, volunteers tend to tell others about the organization in which they volunteer. They have the time and ability to prepare materials, organize meetings or even stuff envelopes. More importantly, they can give information about potential donors who might donate in the future (Greenfield, 1999; Stolper &Hopkins, 1989; Howe, 1991).

7) The use of direct mail

The primary goal of direct mail is to find new donors and stimulate their first donation. Flanagan (1999) defines direct mail as "writing letters to ask people to give you money" (p. 91). Further, Young and Wyman (1996) insist that the best period to send mail is between September and November and the next time is between February and June.

As five essential pieces in the direct mail package, Greenfield (1999) identifies the outer envelope, appeal letter, enclosure, response form and reply envelope. The outer envelope should be attractive enough to stimulate recipients to open the envelope because it might be regarded as junk mail. The appeal letter should be written very well to grab the reader's attention. The use of a creatively written first

paragraph and the "P.S (Postscript)" message will interest readers. The enclosure may include "a photograph, a reprinted newspaper article, a generic brochure about the institution, or a specific flyer about the project needing funds"(p. 118). The response form should be designed to be filled out easily by the reader and should contain codes for an organization to confirm or update active files. Lastly, the reply envelope increases the rate of return and decreases the risk of wrong delivery by including the address of the organization pre-printed.

8) Operating special events successfully

Many special events for fundraising are suggested by many practitioners. For example, Bayley (1988) proposes a variety of tactics such as special meals, sporting events, auctions, exhibitions and performances. Mirkind (1972) also identifies special events such as golf tournaments, coffee days, auctions, fashion show, food events, and dances. Weddroff (1991) also suggests special events such as auctions, sports games, theatre and gallery openings. Further, Tenbrunsel (1982) illustrates special events such as Ad Books, auctions, bazaars, dances, movies, sales, and special games.

Klein (1996) insists that special events are often used in the voluntary organization. He maintains that special events should be done not only to raise money but also to improve the image of the organization. Furthermore, creatively, he proposed many events that can be divided into three categories based on the period it takes to accomplish them. The first category that can be organized in one month or less includes summertime barbecues, dinners in a private home, garage sales, and pancake breakfasts. The second category that can be organized in three months or less

includes book sales, cocktail parties, tours and sporting events for fundraising. The third category that requires five or more months to organize includes auctions, bingos, concerts, conferences, dances, and fashion shows.

Wendroff (1999) also proposes that a special event is unique in that it strengthens the visibility of the organization in the community. It is a tool that is used to inform the public about the work of the organization. Through this process, the organization might secure potential donors. Importantly, knowledge that is secured through running special events can be applied to other fundraising tactics. Tenbrunsel (1982) also assesses that special events aim not only to raise funds but also to increase participation in the organization. As proof, the author identified the difference between special events and other fundraising tactics. Special events require participatory fundraising.

9) Capital campaign

Dove (2000) defines a capital campaign as "as organized, intensive fundraising effort on the part of a third-sector institution or organization to secure extraordinary gifts and pledges for a specific purpose or purposes (such as building construction, renovation, equipment acquisition, or endowment funds) during a specific period" (p. 5). As first and foremost in any capital campaign effort, Dove identified the need for commitment from the board of directors, the administration, and the volunteer leaders. Greenfield (1999) also characterizes a capital campaign as "one of the most productive, efficient, and cost-effective methods of raising large sums of money yet invented" (p. 277). Bayley (1988) defines a capital campaign as

"seeking money to accomplish objectives that are in addition to or beyond the normal activities of your organization and its annual operating budget" (p. 159). A capital campaign aims to raise large amounts of money "to build or add to existing physical facilities, purchase major equipment, or establish new or unique services not currently provided"(p. 159). In particular, Bayley (1988) argues that only organizations that have done a regular annual campaign and have a reputation in the community are able to conduct a capital campaign. A capital campaign should be conducted no more than every 10 years. However, Howe (1991) insists that every voluntary organization would have need for capital funds for endowment or buildings.

For effective capital fundraising, Bayley (1988) proposes that recruiting and training more volunteers is required. Also, the leadership of the board of the organization should be strengthened. Help from professional firms can be considered, as well. According to this author, the biggest long-term benefit is that organizations will be able to contact many more prospects than are normally reached in an annual campaign, and that results in an expanded donor base. Usually, capital campaigns aim to raise large amounts of money to build physical facilities or purchase major equipment, whereas annual campaigns aim to raise money to operate for a given fiscal year. Howe (1991) states that a case statement should be prepared to let people know why a major donation is required.

10) Planned giving

All major gifts are planned in that they are carefully considered. Howe (1991) defines planned giving as a "category of gift made with a present commitment to a

donation that the recipient institution may receive only after a period of time, often many years" (p. 65). Generally, planned gifts can be classified into the following categories according to Howe. 1) The bequest that designates an institution as a beneficiary in a will. 2) Insurance, in which a donor takes out policies with the intent of making a contribution, or donating policies after their protection features are no longer needed. 3) Gifts of property or other assets, which contribute gifts through a trust or by other arrangements so that receipt of the gift is deferred to a future date while the donor and perhaps a beneficiary either have use of the property or receive its income. 4) Gifts of income, which place assets in trust for a period of time for the income benefit of the recipient organization, with the assets ultimately returning to the donor or beneficiary. To receive planned gifts effectively, according to Howe (1991), fundraisers have to be familiar with planned giving, usually through attendance at seminars. Legal assistance is also required and board members have to make a firm commitment to the planned gift program.

11) Telephone solicitation

Young and Wyman (1996) provide an excellent description of telephone fundraising. According to them, the telephone is more effective than other tactics in terms of communication. Callers should give the organization's message appropriately because it is critical to the image of the organization. Therefore, callers should be carefully "selected, trained, and rewarded, whether paid or volunteer" (p. 172).

There are some struggles over using volunteers or professionals when organizations call donors. The cost of using volunteers is lower than using professionals. In a sense, professionals are also raising funds to pay themselves. The weakness of using volunteer callers is that they may not be comfortable with raising money over the telephone. Also, volunteers tend to work for a short period and thus it is difficult to train new volunteer callers. However, professionals tend to work for a longer time and raise more money compared to volunteer callers.

Young and Wyman (1996) identify some advice for telephone fundraising. Callers need to be paid a salary, because commission-based payments might encourage callers to push donors too much. To develop effective telephone fundraising, fundraisers have to analyze the results of each telephone solicitation. For this, the authors identified following factors.

(a) The average size of donations (usually $15 to $25),

(b) The percentage of calls completed (usually 40% to 60%),

(c) The percentage reached who pledge (usually 10% to 50%),

(d) The percentage of pledgers who have paid (usually 50% to 90%),

(e) The number of completed calls per hour (usually about ten per hour),

(f) The percentage of lapsed donors recaptured (usually about 30% to 40%),

(g) The average amount of increase in donations,

(h) The cost per dollar raised,

(i) The hidden costs, such as staff time and overhead, and

(j) The number of complaints received compared to the number of donations (p. 182).

12) Analysis on donors' sex, age, and religion etc and other tactics

According to Bayley (1988), fundraisers need to analyze donors' sex, age, and religion, to develop effective fundraising tactics. Based on the results of this analysis, fundraisers will be able to target specific donors. For example, if the result proves that female Christians are more likely to donate, fundraisers have to target females who are Christians, rather than male donors, when they practice fundraising tactics. Hall (1996) also identified other tactics such as door to door canvassing, product sales, and charitable gaming in the questionnaire. Door to door canvassing means requests made to people at their home. In the case of product sales, fundraisers can sell chocolate bars, T-shirts, flowers, etc and examples of charitable gaming include casinos, bingos, lotteries, and raffles.

13) Securing funds from the United Way-Centraide

It will be meaningful to review the history and activities of the United Way because it is a pure fundraising organization that gathers funds and distributes them into available organizations. Therefore, securing funds from the United Way-Centraide will be one of the most important financial sources for voluntary organizations. The homepage for organization provides following information.

The United Way-Centraide has been established in Canada since 1917. Previous names included Federated Charities, United Community Services, Community Chests, Red Feather and United Appeals. Centraide is a French term which means United Way. Today, the United Way of Canada-Centraide has 125 local

United Way-Centraide organizations and 4,700 member agencies across Canada. The national office is in Ottawa. In total, about 700 paid staff and 100,000 volunteers raised over $301 million in 1999 and supported more than 14,000 charitable organizations. The United Way of Canada-Centraide has been considered to be the largest fundraising organization in the areas of health and social services.

The United Way-Centraide has a variety of sources which follow; first, workplace campaigns provide employees with opportunities to donate through their employers. About 63% of the total revenue ($190 million) comes from employees, labor representatives and retirees. Second, about 28% of the total revenues ($83 million) comes from corporate donations. Third, many communities also support the United Way of Canada-Centraide occupying 4% of the total revenue ($12 million). Fourth, special events from organizations and individuals occupy 1% or $3 million and finally, about 1% or $3 million also comes from interest income and planned gifts.

The United Way of Canada-Centraide has a partnership with the Canadian Centre for Philanthropy, National Voluntary Organizations, the Canadian Labor Congress, and the Voluntary Sector Roundtable to serve communities. Canadian law recognizes the United Way of Canada-Centraide and its member organizations as nonprofit organizations and as registered charitable organizations. This means that individuals and corporations are eligible to get tax deduction benefits for their donations. Also, the United Way International was established in 1974 to serve communities across the world. Its membership includes 41 countries and they encourage local people and companies to give their time and money.

2.3 Charitable Fundraising in Canada

Table 2.3. Types of Charities and Distribution of Revenues

Type of charity	Number	% of all charities	Total revenue (million)	% of total revenue
1.Arts and culture	3,187	4.5	2.0	2.2
2.Community benefit (e.g., human societies John Howard Society, Meals-on-Wheels)	5,238	7.3	2.5	2.8
3.Education (e.g., organizations supporting schools and education)	4,158	5.8	3.5	3.9
4.Health (e.g., organizations supporting medical research, public health)	3,180	4.5	6.4	7.1
5.Hospitals	978	1.4	27.4	30.4
6.Library and museums	1,615	2.3	1.3	1.4
7.Places of worship (e.g., churches, synagogues, mosques, etc.)	25,458	35.6	5.3	5.9
8.Private foundation (e.g., organizations disbursing private funds)	3,356	4.7	1.5	1.6
9.Public foundation (e.g., United Way, Centraide, hospital foundation)	3,466	4.9	4.7	5.2
10.Recreation	2,753	3.9	0.7	0.7
11.Religion (e.g., convents, monasteries, missionary organizations)	3,978	5.6	2.8	3.1
12.Social services (child, youth, family and disabled welfare and services, international assistance, relief, etc.)	10,317	14.4	8.8	9.7
13.Teaching institutions (universities and colleges)	2,642	3.7	23.5	25.9
14.Other (e.g., service clubs, employee charitable trusts)	1,087	1.5	0.1	0.1
Total	71,413	100.0	90.5	100.0

Note: Revenues expressed in thousands.
Source: Hall and Macpherson (1997).

The reason that this researcher has specifically focused on charities rather than all voluntary organizations is that this researcher wished to concentrate on organizations which aim to raise charitable funds similar to sample organizations in this study. The Canada Customs and Revenue Agency classified registered charities

into 14 categories based on the charities' purposes. Table 2.3 shows the type, number, and total revenue size of the charities.

As the above table identifies, places of worship consisted of 35.6% of all charities, which is by far, the largest group by percentage. The second largest group is social service charities, comprising 14.4% of all charities. Furthermore, the category of Hospitals is only 1.4% of charities. According to the Canadian Centre for Philanthropy, in 1994, Canadian charities gathered a total revenue of $90.5 billion (Hall & Macpherson, 1997). Hospitals, which are the smallest percentage of charities (1.4%), gathered 30.4% of total revenue and teaching institutions such as Universities and colleges (3.7%), gathered 25.9% of total revenue. The other remaining charities divided the remaining $39.6 billion, (44% of total revenue). About $8.8 billion of the total amount (9.7%), went to social services, including a wide range of services such as programs for children, youth, families and welfare for people with disabilities. In particular, although places of worship were the largest percentage of charities (35.6%), they received only $5.3 billion, or 5.9% of total revenues.

It is also meaningful to study the sources of revenue. According to Hall and Banting (2000), government grants and payments supported 60% of total revenues and charities secured 26% of total revenues through earned income. Private donors supported the remaining 14%. Table 2.4 shows the sources of revenue for charitable organizations.

Table 2.4.   Sources of Revenues of Charitable Organizations

Type of charity	Revenues from Government (%)	Revenues from Earned income (%)	Revenues from Private giving (%)
Arts and culture	50	40	10
Community benefit	64	24	12
Education	61	31	8
Health	64	20	16
Libraries and museums	74	17	9
Other	6	28	66
Places of worship	1	18	81
Private foundations	11	54	35
Public foundations	41	22	37
Recreation	27	58	15
Religion	13	46	41
Social services	64	25	15
Teaching institution	71	26	3

Source: Hall and Macpherson (1997).

As can be seen in the above table, revenues from governments mainly support many charitable organizations. In particular, hospitals, libraries and museums, and teaching institutions rely heavily on governmental funding in that over 90% is from governmental sources. Further, community benefit, health and social services each were supported by 64% from governmental sources for their revenues. On the other hand, the category of places of worship, religion, and private foundations are supported very little by governmental sources.

Furthermore, about 40% to 58% of total revenues are obtained through earning income for recreational organizations, private foundations, arts and cultural charities, whereas about 17% to 20% of total revenues are obtained through earning income for libraries, museums, places of worship, and health charities. Places of worship received 81% of revenues from private giving, whereas hospitals and teaching

institutions received only 2 to 3% of their revenues from private giving. According to Hall and Banting (2000), it is very difficult to find how much voluntary organizations contributed to Canadian society. However, Day and Devlin (1997) establish that about 4% of Canadian GDP (Gross Domestic Product) was from the voluntary sector and according to Sharpe (1994), the Canadian Centre for Philanthropy insisted that about 13% of Canadian GDP was from the voluntary sector.

Hall (1996) shows the results from a national survey of fundraising practices of Canadian charities. This is a joint project of the Canadian Centre for Philanthropy and the Canada West Foundation. They surveyed 1,156 non-religious and non-private foundation charities. The sample was drawn from all registered charities that filled out tax return information called a T3010. The sample was stratified based on three factors being the province or region where the charities are located, the total revenues, and the type of charities. A systematic sampling technique using the Nth name selection process was employed to obtain individual charities (Hall, 1996). The results show us how organizations raise funds from individuals and the comparative analysis of different fundraising tactics based on different kinds of organizations. The results also include how to evaluate the effectiveness of fundraising, costs of fundraising, and a variety of suggestions to fundraisers. Also, this researcher wants to comment on the representativeness of the survey.

About 86% of organizations do not have any paid staff who are responsible for fundraising. In both Ontario and British Columbia, where they tend to have larger revenue organizations, they are far more likely to have paid staff for fundraising. It is important to note that a large majority of funds raised from individuals (70%) is raised

by larger organizations whose total revenues exceed $1.5 million. On the other hand, only 5% of all funds raised from individuals are received by smaller organizations whose total revenues are less than $125,000.

The most frequently used fundraising tactics for individuals is the special event and the most revenues are raised using direct mail. Larger organizations get their main resources through direct mail and planned giving, whereas smaller organizations get their main resources through special events and charitable gambling. With regard to the costs of fundraising, there are a variety of methods to evaluate costs. About 60% of the larger organizations calculated the cost ratio which is fundraising costs expressed as a percentage of the funds raised, whereas only 29% of the smaller organizations used cost ratios. Fundraising tactics ranked from the most cost-effective to the least are as follows: Workplace campaigns, planned giving, direct mail, charitable gambling, special events, and product sales. The definition of cost-effectiveness is a tactic that spends a small amount in order to successfully raise funds. Smaller organizations used percentage-based contracts more frequently than flat-fee contracts when they paid salaries to fundraisers. For percentage-based contracts, fundraisers are able to receive a salary based on the amount of funds they raised. Salaries for fundraisers on a flat-fee contract are fixed.

Boards of directors in many organizations were not interested in fundraising policy. About 55% of boards of directors formally approved fundraising policies such as "the disclosure of fundraising costs to the public and donors, the types of costs included as fundraising expenses, or the use of donor names and addresses" (Hall, 1996, p. xii). In particular, 72% of bigger organizations whose revenues exceed $1.5

million evaluate their fundraising. However, 46% of smaller organizations did not evaluate their fundraising effectiveness. Many organizations realized that standards and guidelines for fundraising needed to be established. Most organizations also thought that they have to inform donors when they use paid fundraisers or share donor lists with others to be ethical. Eighty-six percent of all respondents also reported that ethical standards should be formally established. The results of the survey prove that guidelines to evaluate fundraising effectiveness also need to be set up. Many organizations reported that they want to use standardized accounting or have regulations regarding fundraising costs.

This survey resulted from the concern that some organizations might damage the public's confidence that they use donations effectively and ethically. Larger organizations have fundraising activities that maintain public confidence, but smaller organizations are facing questionable situations when they perform fundraising activities. As already stated, organizations have to raise more funds because governmental supports are continually decreasing. The competition between organizations for contributions might cause an undermined public trust. In conclusion, the survey suggests that strict standards and guidelines in fundraising practices should be established in all voluntary organizations to keep public trust that is essential to the existence and growth of those organizations.

It is useful to consider what information from this section can be gleaned in relation to the research questions in this study. Examining various types of charities and the distribution of revenues was helpful when this researcher wanted to get a broader picture on fundraising. Through this, this researcher realized that disability

organizations belong to the social service category mixed in with a broad range of organizations such as services for children, youth, family and international assistance. As this researcher has previously mentioned, fundraising activities are very complex and many organizations are competing for limited funds. For effective fundraising, we need to know what types of organizations exist and how their revenues are distributed.

Also, by examining the sources of revenue for organizations, this researcher found a great deal of useful information. As this researcher mentioned earlier, in 1989 and 1990, the federal government cut social spending drastically as well as cut budgets to voluntary organizations (Ismael, 1985). Even with such cutbacks, governmental support still occupied the biggest percentage for sources of revenues of voluntary organizations. This signifies that fundraising should not neglect the importance of governmental support. This is why this researcher included governmental support as a category of fundraising and included questions related to it into questionnaires in this study.

Furthermore, Hall's (1996) study provided the researcher a variety of useful information that could be applied to this study. Hall's study is the result of a national survey related to fundraising practices and this researcher was able to obtain a much broader picture from that work. Through Hall's survey, this researcher learned how to develop specific questions for the questionnaire in this study, which fundraising tactics were used frequently, how effective those tactics were, and how to analyze the quantitative data.

2.4 Charitable Fundraising in Manitoba

In Manitoba, there are one million people and 7,506 voluntary organizations including 4,114 registered charities (Canadian Centre for Philanthropy, 1997). In Manitoba, 55% of funding for registered voluntary organizations comes from the government while Canadian voluntary organizations get 60% of their funding from government (Canadian Centre for Philanthropy, 1997). Brown, Troutt and Boame (2000) researched the funding, services and labor resources of the voluntary sector in Manitoba. Their sampling was from a list held by the Companies Office of Consumer and Corporate Affairs of the Government of Manitoba. The authors selected 415 organizations from this list and mailed questionnaires. Thereafter, the authors got responses from 118 organizations, which is about a 28% rate. These responses also consisted of 82 organizations from Winnipeg and 36 organizations from outside of Winnipeg.

Table 2.5 shows the number of sampled voluntary organizations in their primary services categories.

Table 2.5. Number of Sampled Voluntary Organizations in Primary Services Categories

Type	Education	Leisure	Health	Other	Religious	Poverty relief	Environ -mental	Crisis intervention
Number	32	28	17	17	14	4	3	1

Researchers such as Brown, Troutt and Boame (2000) gathered data on 1997 expenditures to estimate the size of voluntary organizations' budgets. They reported that the 101 voluntary organizations which completed the questions "had expenditures ranging from $1,000 to $3.5 million, with average expenditures of approximately $365,000 and a median expenditure level of $150,000" (p. 204-5).

Table 2.6 shows the number of voluntary organizations with 1997

expenditures in specified ranges. As can be seen, 23 voluntary organizations have less

than $50,000 for expenditures in 1997 and 35 organizations have between $50,000

and $199,999 for expenditures in 1997.

Table 2.6. Number of Voluntary Organizations with 1997 Expenditures in Specified Ranges

Missing	Less than $50,000	$50,000 to $99,999	$100,000 to $199,999	$200,000 to $299,999	$300,000 to $399,999	$400,000 to $499,999	$500,000 to $599,999	$1 million or more
17	23	16	19	11	12	5	5	10

Table 2.7 shows the average 1997 expenditures by voluntary organizations in

primary service categories. As can be seen, the categories of education and poverty

relief have bigger budgets on average, than others studied. Also, environmental

organizations have the lowest budget size.

Table 2.7. Average 1997 Expenditures by Voluntary Organizations in Primary Service Categories.

Primary service categories	Education	Health	Poverty relief	Crisis interv-ention	Environ-mental	Religious	Leisure	Other
Count	32	17	4	1	3	14	28	17
Mean	$479,664	$223,452	$596,356	.	$17,500	$176,747	$360,098	$492.935

Table 2.8 shows the number of voluntary organizations receiving funds from

federal, provincial and local governments. As can be seen, 29 organizations receive

funds from the federal government, 62 organizations receive funds from the

provincial government, and 21 organizations receive funds from the local government.

***Table 2.8. Number of Voluntary Organizations Receiving Funds
from Federal, Provincial and Local Governments***

	Missing	Number of organizations that receive no funds from:	Number of organizations that receive some funds from:	Total
Federal government	9	80	29	118
Provincial government	9	47	62	118
Local government	9	88	21	118

Table 2.9 shows the number of sampled voluntary organizations with varying

dependence on government funding. About one-third of the sample did not get any

governmental funding, whereas the remaining 69 organizations received some funds

from a level of government. In particular, 37 organizations received more than 50% of

their revenues from governmental funds.

***Table 2.9. Number of Sample Voluntary Organizations with
Varying Dependence on Government Funding***

Categories	Missing	No funds	Less than 26% funds	26 to 50% funds	51 to 75% funds	More than 75% funds
Count	10	39	17	15	17	20

As mentioned previously, one of the research questions in this study aims to

find effective fundraising tactics. One of goals regarding the literature review was to

find some effective fundraising tactics and create sound questions that will be used in

the questionnaire. Through examining charitable fundraising situations in Manitoba,

this researcher realized that many organizations had expenditures of less than

$100,000 in 1997 and did not receive funds from any level of government. This

information signifies that organizations need to gain information on how to obtain

funds from governments for effective fundraising.

CHAPTER 3

METHODOLOGY OF STUDY

This thesis involves case studies of voluntary sector organizations to describe how they raise revenues, how they evaluate their fundraising activities and to explore which fundraising activities are most effective. This section discusses issues such as the use of case study methodology, sampling processes and boundaries of the cases, operational definitions, purpose of evaluation, data gathering, data analysis, ethical aspects, limitations, and transferability. English is this researcher's second language. Therefore, this researcher's Canadian friend who lives in Vancouver reviewed only grammar and made sentence structure clear. This is an editor's role for this study.

3.1 Use of Case Study

This study used case studies of three voluntary organizations. A case can be an individual, a group, an institution or multiple entities. Gillham (2000) notes that a case study aims to research these cases by developing and answering research questions. This author also insists that a case study should include a variety of different kinds of evidence. Providing multiple sources of evidence is a key characteristic of a case study. Yin (1994) also regards the biggest strength of a case study as the use of many different sources of evidence.

3.2 Sampling Processes and Boundaries of Case Study

According to Patton (2002), a qualitative study purposefully selects small samples in order to focus in-depth on issues. In contrast, a quantitative study usually

selects large random samples with the purpose of using the sample as representative of the general population as well as to control selectivity errors. According to Levin and Fox (1997) and Kent (2001), even though all sampling requires some form of judgment, purposive sampling in particular, recruits subjects based on the purpose of the research.

Stake (1995) mentioned that case selection is one of the most unique aspects of a case study. In case studies, which are a type of qualitative research, cases do not need to represent the overall population. Case studies allow researchers opportunities for comprehensive study. Researchers select cases from which they feel they can learn the most. The primary criterion of case selection in this type of study is to provide opportunities for in-depth learning.

Patton (2002) also asserted that purposeful sampling selects information-rich cases to emphasize in-depth understanding and thus provides researchers with opportunities to learn a great deal. In purposeful sampling, there are no rules regarding sample numbers and the specific type and numbers of cases are selected based on the purpose and resources of the study.

In purposeful sampling, the selection of units is generated by constructing units that are easily accessible and reflects the researcher's area of interest. For example, the researcher might select organizations within which he or she already is familiar within a limited distance (Levin and Fox, 1997; Kent, 2001). The reason this researcher has chosen purposeful sampling is that this researcher wishes to survey organizations that are easily accessible and can reflect this researcher's area of interest.

In the case of purposeful sampling, this researcher can recruit subjects according to the purpose of the research. The purpose of this case study is to evaluate the effectiveness of a variety of fundraising activities of three voluntary organizations helping people with disabilities in Winnipeg. Another reason that this researcher chose Winnipeg is that this researcher lives in Winnipeg and this researcher has been very interested in the issue of "disabilities" and "evaluating fundraising activities". This reflects this researcher's area of interest.

This researcher has used three lists to select three sample organizations that work with people with disabilities. The first list was obtained from the Affirmative Action / Educational Equity Initiative at the University of Manitoba. The second list is from the 'Community resource guide for Manitoba' published by Contact Community Information. The third list is from the Volunteer Centre of Winnipeg including all voluntary organizations in Winnipeg. The first list shows the organizations that help people with disabilities. Using the first list as the foundation, taking from the second and third lists, this researcher chose three large organizations for the following reasons.

First, from among a variety of types of organizations, this researcher chose disability organizations because this researcher has been very interested in the issues related to disabilities. This researcher volunteered for a disability organization in South Korea, this researcher's home country, for almost ten years and a Korean professor, Ho Joon Choi and this researcher founded a specific professional fundraising organization called "People Who Love Children with Disabilities". Based

on this researcher's experience and interest, this researcher chose disability

organizations in order to learn more about the disability situation in Canada.

Second, this researcher chose disability organizations specifically located in

Winnipeg. The reason is that this researcher lives in that city and it is easier to contact

organizations in Winnipeg than in other cities.

Third, this researcher chose organizations that are very active in fundraising.

To ensure this, this researcher initially examined documents such as newsletters,

annual reports, and brochures as well as researching their websites.

Fourth, this researcher chose large organizations whose budget is more than

$800,000 a year. Usually, small organizations do not have sufficient funds to conduct

fundraising tactics that require high costs. Fifth, this researcher chose large

organizations that have at least ten staff. Small organizations have only a few staff

resulting in a limited ability to perform a variety of fundraising tactics.

Sixth, this researcher considered the specific characteristics of the three

organizations. This researcher chose the first organization, as it is a popular

organization in Canada in terms of academics and research, despite the fact that it was

established just eight years ago. The second organization has a long history and serves

people with blindness or other visual disabilities. The third organization is a very

consumer-directed organization, which is based on an independent living model and

serves people with all kinds of disabilities.

The last criterion this researcher used in order to choose the three

organizations is based on whether fundraising departments or fundraisers existed or

not. The first organization has one full-time fundraiser and the second organization

has four full-time fundraisers. The third organization has no fundraising department but has two staff members that are responsible for fundraising activities in addition to other duties.

In particular, organizations in Winnipeg have taken a leading role in advocating for the welfare of people with disabilities. In 1980, the Winnipeg World Congress of Rehabilitation International helped create a voice for people with disabilities. Since the formation of Disabled People International (DPI) in Winnipeg, about 120 countries have become involved. The head offices of both the Council for Canadians with Disabilities (CCD) and the DPI are in Winnipeg. In 1995, the National Conference on independent living was held in Winnipeg. In this way, research on fundraising activities for disabilities organizations in Winnipeg will be very meaningful since they are likely in the forefront of fundraising and will lead other organizations in Canada in terms of effective fundraising.

As this researcher mentioned earlier, research questions in this study are as follows: What is the effectiveness of the various funding activities?; What are effective fundraising methods?; How do sample organizations in this study evaluate the effectiveness of their fundraising activities?. Also, this researcher has previously explained why this researcher wants to research these questions. This researcher will explain how the variables of interest were measured.

To answer these questions, this researcher surveyed three voluntary organizations helping people with disabilities. The sample organizations that were included in this study are located in, and help people with disabilities, in Winnipeg. Although these are located in Winnipeg, some may raise funds in Winnipeg as well as

outside of Winnipeg. If an organization is a branch or a member of a larger federal structure but does its own fundraising, this study collected information on those fundraising activities for which an organization is directly responsible, not the fundraising activities of the larger organization as a whole. Similarly, if an organization is the head office or center of a larger federal structure, this study collected information on the fundraising activities that an organization's office is directly responsible for conducting. The fundraising environment for these organizations includes some sources beyond Winnipeg, such as the federal government and national foundations.

3.3 Operational Definition of Research Topic

1) Fundraising

Operational definitions "point the way to how a variable will be measured." (Rubin & Babbie, 1993). Loewenberg (1975) defines fundraising as "the process of acquiring and allocating financial and other resources for purposes traditionally considered philanthropic (i.e. health, education, and welfare)" (p. 16). The National Society of Fundraising Executives (NSFRE) Institute (1986) defines fundraising as simply "the seeking of gifts from various sources" (p. 40). Furthermore, Mirkind (1972) defines fundraising as "the art of obtaining money or other assets from individuals, organizations, foundations, or business firms ostensibly for a not-for-profit agency" (p. 8).

As can be seen, typically fundraising aims to obtain financial and other resources. According to Mirkind (1972), other resources include "property, securities,

pledges, deferred income or to be the beneficiary of a trust or estate" (p. 8). Thus, the operational definition of fundraising in this study can be defined simply as all financial and other forms of gifts from various sources such as individuals, corporations, organizations, foundations and governments to voluntary organizations.

2) Effectiveness

Effectiveness is the extent to which fundraising efforts achieve their desired results. It includes both the concept of efficiency and the concept of quality assurance. Effectiveness can be defined as the degree to which specific fundraising tactics are achieving their goals or objectives, whereas efficiency can be defined as the cost/benefit ratio of fundraising efforts, which occurred when pursuing those goals. In other words, efficiency is directly involved with the issue of how many inputs, such as raw materials, money, or people are required to attain a given level of output or a particular goal (Davies, 2000).

The relationship between effectiveness and efficiency depends on the availability and cost of the required resources. If resources are limited or scare, the issue of efficiency may emerge as the most important factor in attaining effectiveness. For example, in some highly competitive markets that do not have enough resources, the issue of efficiency should be emphasized. By way of example, many factories may relocate because of lower labour costs or because they would be closer to their raw materials resulting in a reduction of transportation costs (Davies, 2000).

As mentioned already, the concept of effectiveness also includes the concept of quality assurance. Quality is a term indicating both the degree of excellence of

goods and services, and a standard of comparison with other equivalent goods and services. That is, quality refers to the excellent characteristics of an action or process. Assurance means a guarantee of excellence and is used to mean achieving a state of sustained accomplishment. Quality assurance in social work refers to processes, procedures and techniques aiming to guarantee that social work services to clients and carers meet their needs through their appropriateness, consistency and excellence (Davies, 2000). In particular, quality assurance in relation to fundraising would include benefits such as recruiting and training volunteers, improving teamwork, increasing public awareness, fundraising ethically and the extent to which the fundraising process meets ethical and practice standards. This researcher explains in a later section about the potential beneficial factors of this quality assurance.

The construct of effectiveness used in this study is multi-dimensional. The operational definitions of effectiveness presented in this study have three components, such as whether the organization met its fundraising target, whether the organization achieved other benefits which may in the future lead to enhanced fundraising, and the extent to which the fundraising process meets ethical and practice standards. This researcher articulated each of these various components as follows.

① Whether the fundraising target was achieved

Simply put, we can say that effective fundraising tactics are those that raise enough money needed by the organization. That is, an effective fundraising tactic is one that achieves the financial goals of the organization after deducting its expenses. For example, if an organization sets a goal of $5,000 for a fundraising campaign, the

campaign can be thought of as effective if the organization raises $5,000 or more after expenses. This researcher has provided information on this point when this researcher explained the theory of evaluating fundraising effectiveness. This means that the most money should be gathered with minimal cost and time.

Even though voluntary organizations have to unavoidably spend some portion of their revenue to raise funds, they have been criticized for spending too much money when they have to raise funds. Thus, much attention should be paid to the issue of "fundraising effectiveness". Just as the private sector uses measures to monitor whether products and services realized more revenues than their invested costs; the voluntary sector needs to evaluate its fundraising effectiveness (Greenfield, 1996).

Another good example is that one fundraising tactic spent $2,000 to raise $10,000 (20% cost of funds raised and $8,000 net income) and another fundraising tactic spent $40,000 to raise $100,000 (40% cost of funds raised and $60,000 net income). The latter one has higher costs and the net income obtained by subtracting expenses from income received is still lower than the former one. In this case, the first one is still more effective in relation to constructs such as whether the fundraising target was achieved, the net mount of funds and efficiency as the extent to which revenues dominated costs.

② Non-monetary benefits which may enhance the capacity for future fundraising

It is very hard to evaluate fundraising effectiveness simply and easily. It is a very complicated issue. For example, some fundraising experts strongly insist that voluntary organizations reduce or limit the portion of total costs which may be attributable to fundraising. Others argue that there might be other benefits such as improving donor relations, recruiting more volunteers, and public relations. Therefore, for this reason, they justify that voluntary organizations do not need to reduce or limit their costs in the strictest sense (Ciconte & Jacob, 1997).

Here, in relation to non-monetary benefits, this researcher explains why this researcher measured them. First, with regard to recruiting and training volunteers, the organizations can recruit and train new volunteers through fundraising events. Most volunteers are afraid of asking for money even if the money is for a worthy cause, because they are very shy and are afraid they might be rejected (Young & Wyman, 1996). Therefore, volunteers need to be supported, encouraged, and trained. According to Greenfield (1999), the biggest strength regarding the use of trained volunteers for fundraising is that volunteers might gain more funds than fundraisers. The rationale is that friends and neighbors of volunteers are more likely to respond to their solicitation than solicitation from professional fundraisers. Therefore, all organizations constantly require more volunteers who are willing to ask their friends and neighbors for donations.

Volunteers who are uncomfortable with direct fundraising can perform other functions that are equally valuable to the success of fundraising. For example, volunteers tend to tell about the organization in which they volunteer to others. They have the time and ability to prepare materials, organize meetings or even stuff

envelopes. More importantly, they can give information about potential donors who might donate in the future (Greenfield, 1999; Stolper &Hopkins, 1989; Howe, 1991).

With regard to improving partnership, in order for fundraising efforts to be effective, staff, fundraisers and volunteers should work cooperatively as a team. When they work as a team, they can often raise more funds than when they work individually. Through fundraising activities, they can improve teamwork and thus this teamwork will greatly contribute to gathering more funds later.

For these reasons, it is not always true that fundraising costs should be kept at an absolute minimum. When organizations plan their own fundraising tactics, regardless of what percentage of funds raised is spent on fundraising activities, it is important that they have to justify to their donors the value of their expenses. That is, if they have to spend more than what donors expected, they have to make sure their donors understand this (Greenfield, 1996).

③ The extent to which the fundraising process meets ethical and practice

standards

Even if some tactics were proven as efficient, if they are not ethical, this study will regard those as ineffective because those tactics will damage the image of the organization, and furthermore some of them are illegal. The Association of Fundraising Professionals (AFP) aims to foster the development and growth of fundraising professionals and the profession and The Code of Ethical Principles intends to maintain and promote high ethical standards in these areas in order to

safeguard public trust, honesty and truthfulness. This code was adopted in 1964 and amended in October 1979 (The Association of Fundraising Professional, 2004).

Examples of ethical behaviors are as follows. Funds raised should not be used for purposes other than the purposes for which the donations were solicited. Also, donor names and contribution information are confidential and thus should not be shared with others. Moreover, the executive director should not coerce fundraisers and staff members to raise funds.

However, it is impossible to research the unethical aspects of fundraising activities. For this reason, in the questionnaires in this study, this researcher excluded questions such as "does the executive director coerce fundraisers and staff members to raise funds directly?" and "are funds raised used appropriately for the community that our organization serves?" Thus this study assumes that all tactics are ethical. Thus, this study did not measure the unethical aspects of fundraising activities directly as the organizations do not want to reveal those aspects.

Considering the fore mentioned aspects of fundraising effectiveness, the operational definitions of 'fundraising effectiveness' which this researcher is using are as follows. This researcher will regard fundraising tactics as effective if they:

- raise that amount set by the organization after expense or more or
- fulfill some factors such as improving the positive image of the organization, improving donor relations, recruiting more volunteers, or improving public relations, and
- are raising funds ethically.

According to Patton (2002), sensitizing concepts originate from social science theory, research literature, and evaluation issues revealed at the beginning of a study. The use of sensitizing concepts reveals how the concept "is manifest and given meaning in a particular setting" (Patton, 2002, p. 456). Blumer (1969) insisted that through identifying sensitizing concepts, researchers can have "a general sense of reference" and find "directions along which to look" (p. 148). This researcher identified the following sensitizing concepts (National Consumers Supporter Technical Assistance, 2003).

- The age of an organization: An already well-established organization may raise more funds than a newly formed organization because of its experience and know-how to produce a greater return on investment for fundraising.

- The size of an organization: The bigger organization may produce more funds even if it is a newly established organization because it may hire more staff and volunteers.

- The location of an organization: Depending on the location of an organization, it may gather more funds than any other organizations.

- The age of the fundraising department: The longer the fundraising department has been established, the greater the chance it raises more funds than a newly established department.

- The source of funds: If funds are secured from small gifts by individual donors, higher fundraising costs will be required than getting funds from the federal government, corporations or foundations.

- Differential use of fundraising tactics: Even within each organization, it is also hard to say that specific fundraising tactics are the most effective because different tactics may get different returns on their investment. For example, a donor renewal mailing will yield much higher funds than a donor acquisition mailing. A capital campaign may raise much higher revenues, whereas a newly established planned giving program may raise nothing for the first few years.

- The popularity of the cause: This is a very important factor to gather more funds. Public information on the cause of an organization should be well done to gather more funds.

- The competition for funds: Within the community organizations are competing for funds. This may lower the amount of funds which they will gather.

- The number of staff and volunteers involved in fundraising: Generally, more personnel should result in more fundraising, but skill differences must be taken into account.

This is why it is hard to compare fundraising effectiveness across more than two organizations. This study primarily aims to evaluate the fundraising activities of each organization on an individual basis, and to identify generalizations that can be made from these three cases.

3) Nonprofit, voluntary, or third sector organizations

As this researcher described above, Hall and Banting (2000) identify that nonprofit, voluntary, or third sector organizations include "hospitals, universities, social service organizations, shelters for the homeless, arts councils, food banks,

organizations that raise funds to support medical research, self-help groups such as Alcoholics Anonymous, bodies that provide recreation to youth, places of worship, social clubs, trade associations, and advocacy groups" (p. 1).

Terms such as nonprofit sector, voluntary sector and third sector represent organizations that are not only apart from government but also that are not pursuing the profit motive. The term "nonprofit" is broadly used by economists based on a model of market economics mostly in North American literature (Hall and Banting, 2000). The term "voluntary sector" is derived from sociological studies of voluntary associations and is widely employed in British literature (Hall and Banting, 2000). This term has two significant features. First, members of governing boards serve organizations without receiving pay. Second, larger numbers of individuals contribute their time and money.

The term "third sector" and "independent sector" originate from political science (Hall and Banting, 2000). These terms emphasize independence from government and distinction from the private sector. In this area, government is regarded as the first sector and the business sector is regarded as the second sector. On the other hand, internationally developing countries prefer to use the term, "non-governmental organization" (NGO), whereas Europe and Quebec prefer to use the term, "social economy" (Hall and Banting, 2000). This study will use voluntary organizations because Canadian literature prefers to use it (Hall and Banting, 2000).

On the other hand, according to Salamon, Kramer and Gidron (1992), the term "nonprofit organizations" is used because such organizations are exempted from federal income taxes for the reason that nonprofit organizations do not seek to make a

profit. However, in reality, many nonprofit organizations do indeed make some profits even though these profits are not for the nonprofit organizations' owners. Also, the term nonprofit is used differently in many countries and these countries' tax laws vary widely. For these reasons, the authors prefer to use the term 'third sector' which is commonly used in Europe and the United States. In particular, this concept includes "an extraordinarily diverse set of organizations lying between market and state-organizations that are not strictly government agencies or primarily profit-seeking enterprises" (Salamon, Kramer and Gidron, 1992, p. 3). These organizations follow their own procedures of self-government to serve some public purpose (Salamon, 1992). For example, some organizations "provide services such as health, education, personal social services, and arts and culture; but others have an essentially representational role, advocating for particular causes or groups" (Salamon, Kramer and Gidron, 1992, p. 4).

In Canada, there is an obvious difference between voluntary organizations registered as charities and voluntary organizations that are not registered as charities (Hall and Banting, 2000). First, registered organizations are exempt from income tax and are able to give tax-reducing benefits for donations. Second, registered organizations have to complete a Public Information Return (T 3010 Forms) that describes detailed information on voluntary organizations, but non-registered organizations do not have to do so. The Canada Customs and Revenue Agency reported that registered voluntary organizations have been increasing by 3% annually since 1987 (Hall and Banting, 2000). In 1999, 77,926 organizations were registered

as charities. This researcher has previously identified some of the limitations on advocacy activities for registered charities (Hall and Banting, 2000).

Salamon and Anheier (1996) characterized a non-profit organization as follows. First, a non-profit organization should be formal and institutionalized to some degree. If it is not, a non-profit organization will be formless and short-lived. According to their viewpoint, an informal organization based on the temporary involvement of people is not regarded within the category of non-profit organizations. Second, non-profit organizations should basically be private in terms of structure. That is, non-profit organizations should not be a part of a governmental institution or system, and should not be considered as boards designed by governmental leaders. However, non-profit organizations are still eligible to receive government support, or advice from government leaders.

Third, non-profit organizations should hold the philosophy of non-profit distribution. The profits acquired should not be returned to the owners or directors of the organizations, but should be used for public purposes according to the missions of the organizations. In this way, non-profit organizations are distinguished from private businesses, which are commercial profit based organizations. Finally, non-profit organizations should maintain a self-governing system based upon their own internal guidelines and should not be ruled by governments or any other apparatus.

4) Disability

In 1980, the World Health Organization issued the International Classification of Impairment, Disability and Handicaps (Fawcett, 1996). 'Impairment' is defined as

any loss or abnormality of a psychological or anatomical structure or function and 'disability' is defined as any restriction or inability resulting from impairment to perform an activity. Lastly, 'handicap' is defined as any disadvantages for a given individual resulting from impairment or disability.

In particular, Fawcett (1996) added the concept of underlying causes in addition to these definitions. The author mentions that a disease or a trauma is regarded as an underlying cause and insists that disability is "part of a process that begins with an underlying cause and could end with a handicap" (p. 4). This process is as below.

Underlying causes → impairments → disabilities → handicaps

The author commented that all individuals do not go through these processes. For example, a person who has a facial disfigurement due to a traffic accident (the underlying cause) does not have a disability because he or she has no functional limitation. However, this disfigurement leads the person to have fewer opportunities to participate in social interaction due to societal attitudes toward him/her (the handicaps are due to environmental factors).

In conclusion, handicap is defined as an environmental or attitudinal barrier that limits the chance for people to participate fully and equally. Examples include negative attitudes or inaccessible buildings. On the other hand, disability is a functional limitation by which the person is unable to perform an activity as an able-bodied person. That is, the operational definition in this study views that people with disabilities would be able to be integrated within their community if we remove social barriers such as inaccessible buildings or prejudice towards people with a disability.

The purpose of this section is to define the mission of the organizations upon which this researcher is focusing. The first and third organizations serve people with all kinds of disabilities, whereas the second organization serves only people with visual disabilities and blindness.

It may also be helpful to define the various classifications of disabilities that were focused upon. Mackelprang and Salsgiver (1999) classified disabilities into major six categories as follows; Mobility disabilities, Deaf and hard-of-hearing disabilities, Visual disabilities and blindness, Developmental disabilities, Psychiatric disabilities and Cognitive disabilities.

This researcher will now define each category and its contents in detail. Mackelprang and Salsgiver (1999) classified mobility disabilities into two categories, which are physical and congenital disabilities. Physical disabilities acquired later in life include "traumatic brain injuries, strokes, amputations, muscular dystrophy, rheumatoid arthritis, multiple sclerosis, myasthenia gravis, spinal cord injuries, and poliomyelitis" (p. 83). Congenital disabilities include "cerebral palsy, spina bifida, congenital osteogensis, arthrogrypsosis, dwarfism, and amputations" (p. 83).

Also, Mackelprang and Salsgiver (1999) defined deafness as an inability to hear and understand speech through the ear alone and hard-of-hearing as reduced hearing ability. They also defined blindness and visual disabilities in two categories, which are self-reporting and administrative determination. The first one classifies visual levels by medical authority and the second one classifies visual loss according to functional categories to determine a person's eligibility for economic and educational benefits and services.

Mackelprang and Salsgiver (1999) defined developmental disabilities as disabilities that are severe and chronic caused by either mental or physical impairment or both. Developmental disabilities limit a person's ability to live independently because they prevent her or him from earning a living or carrying out major life activities. Examples of developmental disabilities include: intellectual disabilities (mental retardation), Down's syndrome, autism, epilepsy, and cerebral palsy.

According to Mackelprang and Salsgiver (1999), examples of psychiatric disabilities include Schizophrenia, major depression and bipolar conditions. Schizophrenia affects multiple areas of functioning such as thinking and social interaction.

Mackelprang and Salsgiver (1999) defined cognitive disabilities as disabilities, which influence the ability to understand what a person sees and hears. Examples of cognitive disabilities include learning disabilities, intellectual disabilities, traumatic brain injury, and autism. People with cognitive disabilities face difficulties in learning, generalizing from specifics, social activities and using language in spoken and written expression.

5) Winnipeg

Three voluntary organizations helping people with disabilities that are located in Winnipeg will be used in this study. Winnipeg is operationally defined by the city limits. An issue related to this definition of Winnipeg concerns the revenue and expenditure of those organizations under study. Although the three organizations under study are located in Winnipeg, they may have sources of revenue and demands

for expenditures outside of Winnipeg. However, the main income sources will be from individuals, corporations, foundations and governments in Winnipeg. The funds or information will be also mainly provided in Winnipeg.

3.4 Data Gathering

According to Gillham (2000), a case study should essentially be descriptive and inferential by describing and interpreting collected data. After a case study finds as much evidence as possible, it needs to establish theory. Theorizing the issue is essential as it drives research questions and can be a great help for finding new results. A theory is one that the researcher creates, but a theory may also be established by modifying an existing theory. Good theories involve a range of evidence.

To get sufficient evidence and establish a good theory, a case study needs to use a variety of methods such as interviews, observations, documents and record analysis, and self-report written questionnaires. This study will use three methods mainly such as self-report written questionnaires, interviews and documents. Different methods have different strengths and weaknesses. In particular, data were collected between July, 2003 and November, 2003.

1) Self-report written questionnaires

The primary method this researcher used in collecting data is self-report written questionnaires. Although questionnaires tend not to be used in case studies, this researcher used self-report written questionnaires since they are excellent methods to easily collect simple, straightforward and factual information. The

questionnaires in this study consisted of two parts. First of all, this researcher

surveyed the fundraising practices of organizations for people with disabilities in

Winnipeg (See Appendix A). The questions in this first section have been modeled

after a survey instrument from an article titled *'Charitable Fundraising in Canada'*

written by Hall (1996) and published by the Canadian Centre for Philanthropy. As can

be seen in Appendix B, this researcher has created the second part by revising

Duronio and Loessin's work (1991) in the article *'Fundraising Basics'* written by the

National Consumers Supporter Technical Assistance Center in Virginia.

Evaluating overall fundraising activities is a primary step in improving

fundraising effectiveness. Although not everything can be reduced to a simple

numerical measurement that meets all needs, the checklist to evaluate fundraising

activities in the questionnaires was able to provide organizations with a quick

observation so they could identify their strengths and weaknesses. There are many

factors in evaluating fundraising activities. Nine key areas are selected. These factors

are considered to have a strong impact on whether fundraising activities succeed or

fail. This researcher classified each factor according to five values such as very poor,

poor, neutral, good, and very good. Again, this researcher assigned a numerical value

as follows; Very poor = 1, poor = 2, neutral = 3, good = 4, and very good = 5.

The reason that this researcher used written questionnaires mainly is that the

researcher's first language is not English, so it is easier to collect data using

questionnaires. Second, using questionnaires aims to have respondents answer at their

convenience. Third, some questions in the questionnaire required data, thus, this

survey required respondents to have time to obtain the appropriate documents to

complete the survey effectively. Last, another benefit of written questionnaires is that we can remove potential interviewer bias from the responses (Judd, Smith & Kidder, 1991).

The disadvantage of self-reporting, especially in terms of response rate, is that although the mail survey is the most frequently used method with written questionnaires, often the response rate is very low. For this reason, to increase response rate, rather than using mailing, this researcher met directly with the respondents. The biggest strength of visiting respondents was that the respondents could respond more positively and be more willing to complete the questionnaire. If they did not want to respond to written questionnaires, this researcher visited them directly, to explain this survey and gently encourage them to answer the questionnaires. However, if they kept refusing to do so, ethically, this researcher gave up. Prior to visiting, voluntary organizations were contacted by telephone during normal office hours and an appointment was made with the fundraiser or someone who is responsible for fundraising in order to know when the best time was to meet him or her. If unavailable, the name of the fundraiser or someone who was responsible for fundraising was obtained to contact later.

First of all, in relation to the questionnaires, this researcher met a fundraiser from each organization in order to have him/her answer the questionnaire. If there was no fundraiser, this researcher requested to meet with someone who is responsible for fundraising. Clients, donors, volunteers, and volunteer fundraisers did not answer the questionnaire in that they did not have recorded objective data and did not perform fundraising as their main duty. This researcher introduced himself and explained this

survey. After that, this researcher left the questionnaire package for the study to give

the respondents a reasonable amount of time so that they could check their available

data with regard to fundraising. At that time, this researcher asked when he could pick

up the completed questionnaire and he followed up with a reminder call at a later date.

Arrangements were made to pick up the completed questionnaire before this

researcher returned. However, as a weakness of using questionnaires, Gillham (2000)

pointed out that data collected through questionnaires may be thin, abstract, and

superficial. This is why this study also used "face-to-face" interviews to increase the

"richness" of the data and feedback.

    2) Use of interviews

    Although this researcher mainly depended on written questionnaires as a

method of research for this study, a face-to-face personal interview was done. In the

face-to-face interviews, as Gillham (2000) pointed out, a few interviewees who are

key stakeholders were involved and easily accessible. The interview questions in this

study were also open-ended and were used when this study required additional

comments and explanations from responses of the self-report written questionnaires.

However, as Yin (1994) illustrated, if interview questions are poorly constructed, they

can also be biased and cannot be exact due to the uncertainty of interviewees'

memory regarding some data and records. Moreover, interviewees might respond with

answers that interviewers wish to hear.

    In spite of this weakness, in particular, this study used elite interviews. They

are usually used when researchers wish to interview someone who has authority and

expertise. Usually, elite interviews can give a variety of information with insight and comprehensiveness. This study interviewed fundraisers or executive directors if there were no fundraisers. This researcher wished to record the interview using a tape-recorder because English is a second language for this researcher and this researcher might miss key points. However, this researcher wrote down information in his notes without using a tape-recorder when the interviewee spoke slowly and clearly.

There were many interview questions, but there were six primary ones which are as follows; 1) How do you define fundraising effectiveness?; 2) How do you evaluate your fundraising activities?, 3) What were the two most effective fundraising methods?, 4) What are some barriers to raising funds in your organization?, 5) Do you have any suggestions to overcome those barriers?, and 6) Do you have any other suggestions to improve fundraising effectiveness?. The first three questions are direct research questions and the fourth and fifth questions aimed to identify some barriers and provide suggestions to overcome them in order to improve fundraising effectiveness, which will be helpful for answering the research questions. The last question is a supplemental one to uncover any other suggestions they think they might improve fundraising effectiveness.

All interview questions were already asked in the questionnaires, but this researcher also asked those questions in an interview style when this researcher met the respondents directly to collect the questionnaires, to receive more in-depth information. The interviews were very useful as this researcher was able to clarify unclear handwriting in the questionnaires and to collect supplemental data, which were directly and indirectly related to the research questions.

Also, as supplemental tools of the self-report questionnaires, this researcher also used telephone, fax or e-mail when necessary. The biggest advantage to these kinds of interviews is that we can save money and time because we do not need to visit the home or office directly. When this researcher forgot to ask something, when he had other questions or when he was not sure of the participant's handwriting after having picked up the completed questionnaire, this researcher usually used telephone, fax or e-mail. Also, all appointments were made over the telephone.

3) Content analysis of documents

This researcher also gathered data from written information, which are documentary forms about fundraising activities. This researcher used content analysis as the method for analyzing data gathered from documents. Regarding the strengths of using such documents, Yin (1994) clarified that one of the strengths of using documents is their stability as they can be reviewed repeatedly, and they can be accurate as they record exact names, references and details of many events.

However, Yin (1994) also identified that documentary information also has weaknesses in that it can be biased if it is collected incompletely and the researcher analyzes the information on the basis of that bias. Also some documentary information can be blocked by organizations. As a result, this researcher used documents very carefully and objectively. More than anything else, in case studies, the most important role of documents is to connect with evidence from other sources such as questionnaires and interviews. If the documentary evidence is contradictory rather than consistent, this researcher had to clarify those contradictions.

According to Yin (1994), information from documents is relevant to all case studies. This author classified documentary data into five categories as follows;

> 1) Letters, memoranda, and other communiqués, 2) Agendas, announcements and minutes of meetings, and other written reports of events, 3) Administrative documents such as proposals, progress reports, and other internal documents, 4) Formal studies or evaluations of the same site study and 5) Newspaper clippings and other articles appearing in the mass media. (p. 81)

Among these categories, this researcher chose administrative documents such as annual reports, brochures, newsletters, and electronic information from their websites since these four kinds of data could be drawn commonly from the three organizations, whereas the other types of data could not be drawn throughout the three organizations easily. Furthermore, through those four kinds of data, this researcher was able to gather the information this researcher required for analysis.

From the annual reports this researcher received, this researcher found useful data for this study. Specifically, this researcher was looking for funding sources, budget size, fundraising committee reports and the general programming of the organizations. From brochures, this researcher distinguished whether these organizations were for people with disabilities or not through reading their mission statements, mandates, philosophies, goals and programs. From newsletters, this researcher also collected useful information such as funding activities and general programs as well as their mission and goals. Last, through electronic information from their websites, this researcher gathered information about their origin and a detailed history of the organizations. This researcher discusses how the information from these sources is related to the research questions in the following section.

Collecting and analyzing data by using these different methods provided different views and contradictions; however, by comparing and combing those results, this study tried to reasonably increase validity and reliability. The use of different methodological approaches on the same issue is called triangulation (Gillham, 2000; Yin, 1994). If these different sources yield the same results, this researcher can easily develop findings and conclusions, but if results do not agree, this researcher needs to explain those contradictory and discrepant results or reexamine the adequacy of the methods used. That is, this researcher discarded incorrect data and tried to use alternative methods to find additional and alternative evidence.

3.5 Measurement

As mentioned previously, the questionnaires consisted of two major parts. The first part of the questionnaire had been modeled after a survey instrument from an article titled *'Charitable Fundraising in Canada'* written by Hall (1996) who is from the Canadian Centre for Philanthropy. This researcher has created the second part of the questionnaire from a checklist to evaluate fundraising activities revised from Duronio and Loessin's work (1991) and the article *'Fundraising Basics'* written by the National Consumers Supporter Technical Assistance Center in Virginia of the United States (2003).

This section explains how the information to be abstracted from the documents is related to the research questions. As stated already, this study employed administrative documents such as annual reports, brochures, newsletters, and electric information from websites. Some of the information from those documents was

closely related to research questions, whereas other information was indirectly related, but was still useful in describing the organizations.

Information from annual reports included funding sources, budget size, and fundraising committee reports. Information about funding sources and budget size were greatly helpful for describing internal and external funding environments and fundraising committee reports were also beneficial for identifying effective fundraising methods, which is one aim of the research questions.

Information from brochures included mission statements, mandates, philosophies, goals and programming. Though this information was not related to the research questions, it was helpful in describing the organizations. Information from newsletters included fundraising activities and general programs as well as their mission statements and goals. From fundraising activities, this researcher was able to identify information concerning how the organizations define fundraising effectiveness and what fundraising methods were effective, which are actual research questions.

Information from electronic sources, from websites, included the origin and a detailed history of the organizations. This information was very useful even if this was not directly related to research questions.

In order to save the respondents' valuable time and to get to the heart of the matter of effective fundraising, before administering the questionnaires, this researcher gathered information about what kinds of fundraising activities the organization conducted over the last year through researching documents such as annual reports, brochures, and newsletters. This is why the first question asked the

respondent to indicate any activities that were not covered. This question is not directly related to research questions. Answers from this question were used to generally describe fundraising practices. In the second question, this researcher provided operational definitions of fundraising effectiveness, and asked whether or not the respondent agreed with these definitions. This question is directly related to the research questions which aim to determine how voluntary organizations define effectiveness in fundraising. The third question asked how the respondent defined fundraising effectiveness if he or she disagreed with the definitions provided. The fourth question asked the respondent to choose the two most effective ways of fundraising according to the respondent's and the provided definitions. This was an actual research question, to determine effective fundraising methods. The fifth question asked respondents to choose the two least effective ways of fundraising according to the respondent's and the definitions provided. This was a supplemental question.

The sixth question asked the respondent to indicate activities for special events that the researcher had not covered. The seventh question asked her or him to choose the two most effective kinds of special events according to the respondent's and the provided definitions of effectiveness. This was an actual research question. The eighth question asked respondents to choose the two least effective kinds of special events according to the respondent's and the provided definitions of effectiveness. This was a supplemental question. The ninth question asked respondents to indicate what the organization did to develop effective fundraising. The researcher asked this question because what the organizations did to develop

effective fundraising strategies is closely related to their overall effectiveness in fundraising.

This researcher also gathered information regarding what public relations methods the organization used over the last year, through researching documents such as annual reports, brochures, and newsletters. The tenth question asked the respondent to indicate public relations activities that the researcher had not covered. This question was asked because the effective use of public relations helps organizations to raise more funds according to the literature. The eleventh question asked respondents to choose the two most effective kinds of public relations according to the respondent's and the provided definitions of effectiveness. The twelfth question asked them to choose the two least effective kinds of public relations. This was a supplemental question.

Questions thirteen to sixteen aimed to find out whether or not the organization had a special department fully dedicated to fundraising activities and how many paid employees there were in the organization. Knowing if the organizations had a fundraising department is very important because those which have fundraising departments might raise significantly more funds. The seventeenth and eighteenth questions described a number of approaches to evaluating fundraising activities and aimed to learn if an organization used these approaches to evaluate its fundraising activities. Questions nineteen to twenty-one were open-ended questions to identify some barriers to raising funds and suggestions to overcome those barriers and any other suggestions which may improve the effectiveness of fundraising activities.

The second part of the questionnaire aimed to evaluate fundraising activities to improve fundraising effectiveness. There are many factors relevant to evaluating fundraising activities, but nine key areas were selected. Each involves four questions. The first part, the fundraising environments, aimed to evaluate the external and internal environments of the organization. The second part, donor research, evaluated the availability of reference material and research related to the needs and interests of donors. The third part, executive director, tried to determine whether or not the executive director had fundraising experience, supported institution-wide priorities for fundraising, and used the expertise of fundraisers and staff members very well. The fourth part, board of directors, attempted to learn if all members of the board of directors had a measurable understanding of the importance of fundraising activities and tried to support institution-wide priorities for fundraising. The fifth part, fundraisers, evaluated if fundraisers had expertise and knowledge in designing and conducting fundraising activities, if fundraisers were committed to the long-term fundraising plan and performed it very well and if fundraisers' abilities and skills were well fitted to the organization's needs.

The sixth part, volunteers (non-board members) identified the availability of volunteers to help raise funds and the extent to which volunteers were encouraged to raise funds through orientation and training. The seventh part, fundraising aids, asked questions such as "How many books or articles that relate to fundraising do you review in a year?" and "Do you apply the knowledge and skills from the literature to fundraising practices?". The eighth part, public relations, evaluated the access the organization had to the communications media, procedures to release information to

the local newspapers, periodicals, and electronic media and name recognition the organization had in the community. The last part, planning, aimed to find the frequency of reviewing the fundraising plan to determine its effectiveness, the involvement of key leadership in planning and the budget allocation to support the plan.

3.6 Data Analysis

The computer was helpful for recording, editing, and formatting data. The advantage of using a computer is that this researcher may save his time so that he may concentrate on interpreting the meaning of the data. It is also a very important job to apply results from data to theories or assumptions.

Yin (1994) insisted that "data analysis consists of examining, categorizing, tabulating, or otherwise recombining the evidence to address the initial propositions of a study. Analyzing data collected through a case study is not easy since it requires effective strategies and techniques to do so. This study relied on a general analytic method. This general analytic method aimed to treat a variety of evidence in an unbiased fashion and to develop analytic findings and conclusions.

According to Yin (1994), there are two kinds of general analytic methods. The first one is to follow theoretical components such as "research questions, reviews of the literature and new insights" (p. 103). Focusing on research questions, this study tried to obtain applicable answers from reviewing the literature and a variety of data collected and treated with creative ideas and analysis. This allowed a focus on significant data and avoided other less important data.

The second task was to develop a descriptive and inferential framework which was the original purpose of the case study. Generally, thick and rich descriptions greatly enhance the qualitative analysis of a case study. Descriptive aspects of this case study focused upon the genesis, mission, and philosophy of each organization, programs, environments, employees and financial budgets. Sufficient descriptions of evidence are required for an interesting and readable study and also they are important factors for interpretation of data. This also helped readers to understand the foundation of interpretation more easily. Sufficient descriptions were organized so that this study could identify new findings and develop recommendations.

Furthermore, inferential aspects of this study answered the three research questions by comparing, combining and analyzing data from a variety of sources of evidence such as documents, interviews and self-report written questionnaires. This study also found patterns, uncertainties and ambiguities because they can be a part of the results (Patton, 2002).

3.7 Ethics

This researcher has prepared a consent form (See Appendix C) following the sample consent form used by the Manitoba Voluntary Sector Survey established by professors Jay Rodgers and Dr. Sid Frankel of the Child and Family Services Research Group in the Faculty of Social Work at the University of Manitoba. This researcher had the respondents sign that form before they completed and returned the questionnaires. The consent form includes contents such as an introduction of the

investigator, the purpose of the survey, the amount of time required to complete the questionnaire, and how to protect confidentiality.

Furthermore, the consent form identifies that the respondents would complete the questionnaire voluntarily, could withdraw their responses at any time and could skip any questions that they do not wish to answer. Finally, the consent form mentions that the survey has been approved by the Joint Faculty Research Ethics Board of the University of Manitoba and any concerns regarding a procedure may be reported to the Human Ethics Secretariat or the Dean if the Faculty of Social Work. In particular, to protect the confidentiality of respondents, this researcher did not provide their names and the titles of their positions to the public. This researcher never invaded the confidentiality of organizations in any way. The responses were released in a way that the respondents' answers or identity would not be revealed.

However, after this researcher completed analyzing the data, it became apparent that organizations might be identifiable. Therefore, an additional protocol was approved which allowed organizations to request removal, change or specification of the data on the basis of their review (See Appendix D). Two of the organizations requested that changes be made. In particular, the first organization did not want to reveal specific amount of funds raised and the names of supportive agencies and departments to the public. This is why this study did not provide that information to protect the confidentiality of this organization.

CHAPTER 4

FINDINGS

This study relied on two kinds of general analytic methods (Yin, 1994). First, this study followed theoretical components such as research questions, reviews of the literature and new ideas to focus on significant data and avoid other less important data. Focusing on research questions, this study tried to obtain applicable answers from reviewing the literature and a variety of data collected and treated with creative ideas and analysis. Second, this study also developed a descriptive and inferential framework. These substantial and rich descriptions allowed this study to interpret data and thus identify new findings and develop recommendations. Furthermore, inferential aspects of this study answered three research questions by comparing, combining and analyzing data from a variety of sources of evidence such as documents, interviews and self-report written questionnaires.

After this researcher visited the three organizations, self-report written questionnaires, content analysis of documents and personal interviews were utilized to collect data. When the researcher returned to receive the completed questionnaires, he also interviewed the respondents mainly using the open-ended questions in the questionnaires. This researcher also clarified the respondents' written answers by asking additional questions to shed light on the responses or to obtain additional required information. To protect these three organizations' confidentiality, the names of the responding organizations are held in strict confidence and will not be revealed.

This is why this researcher named the first organization, organization A, the second

organization, organization B and the third organization, organization C.

Using questionnaires, websites, interviews and written information such as

annual reports, and monthly bulletins, this researcher collected appropriate data about

the three organizations. First of all, this researcher will describe organization A.

4.1 Analysis of Organization A

   4.11 Description of Organization A

      4.111 The organization's mission and history

Information on this section was obtained from its website. According to the

website (2004), organization A works on a local, national, and international level to

provide information, education, and research on disability issues. The formation of

this organization involves a steering committee, influential persons with disabilities as

well as members from the academic community. Organization A, which was still

officially unnamed at that time, succeeded in receiving a grant which allowed it to

consult with the disability community to develop detailed guidelines and activities.

About forty organizations from the disability community were supportive in helping

to establish this center. Information on what kinds of organizations were supportive is

not known. Later, the Governance Committee was established to develop a formal

proposal and operating principles for the center. Stakeholders represented on the

governance committee included policy makers, universities and disability

organizations. Part of the process for ongoing support of the organization is through

the establishment of an endowment fund. Organization A has been involved in this

form of fundraising with the support of government and organizational fundraising committee for nine years. It expects to continue this process for some time.

4.112 Internal Environment

According to the website (2004), the program team included a variety of departments reflecting the organizational mandate. Each of these departments had their own advisory committees. There were also a Fundraising/Membership Committee, a Governance, and a Human Resources Committee. The administration team included a communications officer, finance and administration and development offices. The board of directors and committees governed organization A with the help of an executive director.

Organization A is guided by its board of directors. Stakeholders represented on the board of directors reflect the mandate of the organization to work collaboratively with academics, persons with disabilities, community organizations, care-givers, governments and private corporations.

According to the annual report (2002/3), organization A is primarily financed through its endowment fund and grants for research. Organization A has fourteen staff members and an annual operating budget of over one million dollars. It is affiliated with a number of universities and has conducted over 30 research projects to date. Organization A also significantly helped to develop programs in disability studies nationally and internationally. As mentioned earlier, organization A conducts research to promote the full and equal participation of people with disabilities. It is conducted through partnerships with other groups, academics and researchers.

The Education Program aims to inform academics, governments, disability organizations and the general public regarding knowledge of disability studies. Education Committee members include academics, researchers and consumers with disabilities. This committee is responsible for overseeing education-related activities for the disability community, the university and researchers. This committee and an Education coordinator supervise the education program.

The International Program explores disability studies internationally, focusing on curriculum development, education, and research and dissemination of knowledge on disability issues. This program aims to develop international issues to improve new knowledge and develop best practices in the area of disability issues and disability studies all over the world.

The communication office also informs the membership, supporters, the media and the general public of a variety of events and ongoing activities. This department provides annual reports, newsletters, photographs and other public relations data. The communication office also oversees publicity for organization A and functions as a contact department for the media. This office also responds to general questions and concerns about organization A.

4.113 External Environment

According to Morgan (1986), the general environment "determines the range and type of human service organization it can sustain. Therefore, the environment differentially supports the emergence of organizations and differentially selects those

that will survive on the basis of the fit between their structure and activities and the environment's characteristics"(p. 44).

The following information is common to all three organizations, and first of all, this researcher will describe the general phenomena and then identify specific influences and interactions between organization A and its external environments.

1) Economic environment

Despite SARS and mad cow disease, the Bank of Canada expected that the national economy would grow 3% in 2004 (Mayer and Lezubski, 2003). Actually, national inflation, which is a factor that influences the national economy significantly, decreased to 2.2% in July 2003 from 4% in January 2003. In particular, Manitoba's economic increase in 2003 was above Canada's, maintaining lower unemployment and inflation. Winnipeg's economy was anticipated to grow to 3.2% in 2004 (Mayer and Lezubski, 2003).

Some tax cuts and billions in new spending were included in the 2003 federal budget. The business capital tax will be phased out by 2008 and the small business tax deduction will be increased from $200,000 to $300,000 by 2006. In addition, Employment Insurance (EI) premiums for employees and employers will be decreased in 2004. On the other hand, new spending includes $935 million for childcare during a five-year period, $965 million a year to increase the National Child Benefit for low-income, working families and $34.8 billion to improve health care within five years (Mayer and Lezubski, 2003).

The federal budget also focused on improving water conditions on six hundred reserves to improve aboriginal health, as well as improving education, training and programs for urban aboriginal people. The budget also aimed to help skilled immigrants integrate into the labour force and society, to enlarge the student loans program and to finance research and innovation. The federal budget also increased money for the military and the environment (Mayer and Lezubski, 2003).

This researcher also found information on the financial position and priorities of the Manitoba government. The Manitoba government had a $3.5 million surplus in its 2002/2003 fiscal year and expected a $10 million surplus in its 2003/2004 fiscal year resulting from a 4.6 % increase of total revenue. Health care occupied 56% of the budget, which is the biggest portion. This increase is due to increased salaries for nurses and other health care workers and increased drug costs. In particular, the 2003-2004 budget gave the City of Winnipeg an additional $500,000 for Handi-Transit which is a transportation service for people with disabilities. (Mayer and Lezubski, 2003).

According to these authors, the education budget occupied 22% which is the second biggest portion. In 2003-2004, the government froze university tuition at the 1999 level and rebated students 10% of their tuition. Operating grants for universities will be increased 2.9% and property taxes will be decreased 1.1% (Mayer and Lezubski, 2003). There are also quite a number of federal and provincial (Manitoba) departments and agencies. To be more effective, disability organizations need to research these to know which departments and agencies have or might fund disability organizations.

The budget for social services also increased. Welfare rates were increased so that single people and people with disabilities may receive $20 more per month. The budget also added a $6 million increase to salaries for early childhood educators and aimed to spend more on resources for autistic preschoolers and children and adults with disabilities (Mayer and Lezubski, 2003).

Total government revenues define capacity for expenditures which might affect disability organizations. Overall, the revenues of the federal government decreased to $193,847 million in 2003 from $195,673 million in 2002, whereas the expenditures of federal government also decreased to $187,564 million in 2003 from $188,329 in 2002. However, expenditures for social services increased to $73,842 million in 2003 from $71,370 in 2002. This implies that disability organizations in this study might have the possibility to receive more funds despite decreases in overall government spending.

Mayer and Lezubski (2003) also provided information about Winnipeg's economic growth and development. The Conference Board of Canada in May 2003 predicted that Winnipeg's economy would likely grow 3.2% in 2004. Winnipeg's economic growth is based on a strengthening manufacturing sector, a strong services sector and a robust construction sector. In particular, the construction sector currently has a number of large projects and is enjoying a continuing boom in housing construction. Examples of major projects in the downtown and inner city of Winnipeg are the construction of the True North Entertainment Complex, an $83.7 million expansion of the Health Science Centre, a $17 million expansion of the Centennial Library and the construction of new headquarters for Manitoba Hydro. These

developments will be helpful for reviving downtown Winnipeg (Mayer and Lezubski, 2003).

A stable economy and low mortgage rates in Winnipeg helped families with middle and higher incomes buy homes. Families with low-income still have problems in finding affordable housing. In April 2003, the city committed an additional $9 million to the Canada-Manitoba Housing Initiative. To date, $17.5 million has been spent or committed by the city to rebuild older areas. Moreover, $51 million was allocated by the Canada-Manitoba Affordable Housing Agreement in 2002 to build 2,500 affordable housing units in Manitoba within five years (Mayer and Lezubski, 2003).

Statistics Canada (2004) provides information on income of individuals by sex and age group from 1992 to 2002 in Manitoba. Male Manitobans aged 35 to 64 earned the biggest income among all age ranges and female Manitobans aged 25 to 54 earned the biggest incomes among all age ranges. Also their income in 2001 increased somewhat in 2002. These groups that make higher incomes might donate more than other age ranges that make lower incomes. In particular, the 2000 National Survey of Giving, Volunteering and Participating supported this view (Mayer and Lezubski, 2003). For example, Manitobans aged 45 to 64 were most likely to make a donation (90% donated in 2000), followed by those aged 30 to 44 (87%). Those aged 15 to 29 were the least likely to donate (75%). Moreover, Manitobans with a post-secondary certificate or diploma were the most likely to make a donation (93%), followed closely by those with a university degree (91%). The likelihood of donating increased with household income. Those with household incomes of $75,000 or more were the

most likely to give (95%), while those with household incomes of less than $25,000 were the least likely to give (70%).

Economic growth should be helpful for fundraising. Generally, as economic conditions improve, donations from corporations and individuals tend to increase as is described below. Another significant factor is that nowadays even if governments tend to cut support to voluntary sector organizations, some tax cuts and billions in spending for child care, the National Child Benefit and health care were included in the 2003 federal budget. The Manitoba government also increased its budget for social services. Because of this trend, voluntary sector organizations need to develop good projects to fulfill the needs of governments to obtain more funds from government. Considering these government expenditure patterns, this researcher is expecting the Manitoba government to support disability organizations as the Manitoba government had a $3.5 million surplus in its 2002/2003 fiscal year and the budget for social services also increased.

The Canada Customs and Revenue Agency (CCRA) makes a distinction between charitable organizations and charitable foundations. Charitable organizations usually have their own charitable programs and charitable foundations primarily disburse funds. Also, there are two kinds of foundations which are public and private. Private foundations usually have a one primary source of funds which are then disbursed, whereas public foundations have their own programs which use funds raised. According to the CCRA, about 3,800 private foundations are registered with it.

The Canadian Centre for Philanthropy (2003) presented detailed information on 1,661 active Canadian foundations. Those had almost $11 billion in terms of assets

making almost $950 million in grants. In particular, Manitoba had 83 foundations

with $746,760,207 making grants of $37,944,678. The top 50 foundations in Canada

by assets occupied 64% of all assets and gave 31% of all grants. According to the

information on the top 100 foundations by assets, five of them were in Winnipeg as

shown in Table 4.1.

Table 4.1. Top 100 Foundations by Assets

Rank	Foundation name	Year Est'd	Assets	Grants	Number of grants
5	Winnipeg Foundation	1921	$289,619,194	$12,789,521	997
19	Asper Foundation	1983	$103,864,198	$559,243	26
44	Mennonite Foundation of Canada	1973	$49,500,000	$4,600,000	284
47	Jewish Foundation of Manitoba	1964	$44,549,047	$1,762,470	145
63	Sill Foundation	1987	$30,813,612	$1,358,058	n/a

(Canadian Centre for Philanthropy, 2003)

Furthermore, the Canadian Centre for Philanthropy (2003) identified the top

100 foundations by grants. Winnipeg had five foundations which were included as

shown in Table 4.2.

Table 4.2. Top 100 Foundations by Grants

Rank	Foundation name	Year Est'd	Assets	Grants	Number of grants
13	Winnipeg Foundation	1921	$289,619,194	$12,789,521	997
36	Mennonite Foundation of Canada	1973	$49,500,000	$4,600,000	284
55	Manitoba Law Foundation	1986	$7,613,220	$3,119,185	10
82	Jewish Foundation of Manitoba	1964	$44,549,047	$1,762,490	145
97	The Kathleen M. Richardson foundation Inc.	1977	$11,339,619	$1,488,972	175

(Canadian Centre for Philanthropy, 2003)

Canada's first community foundation, the Winnipeg Foundation, was established in 1921. Today it is the second-largest community foundation in Canada, with almost 1,500 endowment funds. During its more than eight decades of history, the Foundation has distributed more than $125,000,000 to charitable organizations in its community. In response to needs identified by charitable organizations, The Winnipeg Foundation makes grants to local registered charities in the areas of arts, culture, heritage, community services, education, health, recreation and the environment. More than 500 different charitable organizations received financial support from the Foundation during the 2002-03 fiscal year.

The Asper Foundation was developed in 1983 in Winnipeg, Canada to build upon the philanthropic objectives of Dr. Israel Asper and the Asper family. The Foundation has already undertaken and developed major initiatives in the areas of culture, education, community development and human rights locally, nationally and internationally. In the recent past, over $103 million has been donated to various charitable causes through this foundation. Some major Winnipeg projects supported by The Asper Foundation in the last few years have been $10 million donations to each of the Winnipeg Foundation and the Jewish Foundation of Manitoba.

A federal charter under the name of the Mennonite Foundation of Canada was granted in December, 1973. The purpose of the foundation was to provide stewardship teaching and responsible use and disposition of accumulated possessions. A central thrust was counselling about wills and estate planning. Administration of various endowment funds plus a variety of charitable investment objectives became part of the program. Investments included commercial bonds and mortgages to

congregations and other church-related institutions. The total value of assets under the administration of the Mennonite Foundation of Canada in April 1998 was $37,515,000.

The Thomas Sill Foundation Inc. exists to provide encouragement and financial support to qualifying organizations operating in Manitoba, which are striving to advance quality of life in the province. A limited budget means that the Foundation must choose from among worthy alternatives. In distinguishing between a reasonable quality of life and a desired standard of living the Foundation supports those endeavours which address society's needs, as opposed to its embellishments.

The Canadian Centre for Philanthropy (2003) also classified foundations into six categories: family, community, corporate, special purpose, service club, and government foundations as shown in Table 4.3.

Table 4.3. Foundation Types

Foundation type	Number	Share of Total
Family	1,363	82.1 %
Community	131	7.9 %
Corporate	74	4.5 %
Special purpose	72	4.3 %
Service club	17	1.0 %
Government	4	0.2 %
Total	1,661	100 %

Note: Only active Canadian foundations are included in this analysis.

As can be seen, family foundations were the most common type in Canada. There were 1,363 family foundations representing 82.1% of researched foundations. Generally, a wealthy individual or family establishes family foundations and thus grants tended to be affected by the individual's or family's interests, even if the larger group of family foundations reflects broader community needs.

Community foundations aimed to meet the needs of a particular community. Generally funds were raised by many donors who designated their funds to specific interests. The Winnipeg Foundation, established in 1921, is the oldest in Canada. There were 131 community foundations involving 7.9% of all researched foundations by the Canadian Centre for Philanthropy.

Corporate foundations are legally independent of the corporation; however, they are closely related to corporations in terms of board and funding. There were 74 corporate foundations, which are 4.5% of all foundations studied.

Special purpose foundations were established with very specific purposes. Examples include The Hospital for Sick Children Foundation which allocated about $3 million to institutions across Canada and foundations for health and medicine in Alberta, Manitoba and Ontario. There were 72 special purpose foundations representing only 4.3% of all researched organizations.

Service clubs such as the Rotary Club and the Lions Clubs contribute to the charitable sector. Some service clubs established charitable foundations by securing bequests and donations. There were 17 service clubs involving only 1% of all researched foundations.

Funds from government foundations have increased due to the growth of lotteries run by government. Many government foundations were operated independently from government. Examples are Ontario Trillium Foundation and Wild Rose Foundation in Alberta. There were only four government foundations consisting of only 0.2% of all researched foundations.

The reason that voluntary sector organizations need to research foundations is that they can raise funds more effectively according to the purposes of their own projects. Voluntary sector organizations need to know in detail earlier information such as types, assets, grants and giving history of foundations.

Let us consider the interaction between organization A and its external environments. First of all, as is well known, persons with disabilities usually face economic difficulty due to physical and attitudinal barriers which prevent them from finding jobs. This represents one area that organization A researches. Some examples of relevant research questions are "how do physical and attitudinal barriers affect people with disabilities economically?, "how many people with disabilities are employed? or "is their employment related to their education in what environment?"

Favorable economic conditions will allow the organization to raise more funds whereas poor economic conditions will affect organization A negatively because it may have a difficulty in securing funds from governments and other sources.

Economically, organization A faces financial needs to raise endowment funds and grants. It is attempting to reach a goal of ten million dollars for establishing its long-term plans and to sustain longevity of funding operational expenses, such as rent, communications, office supplies and core staff positions. Basically, funding sources outside the organization such as governments and foundations are regarded as external environments. Organization A receives a large portion of its funding from the government of Canada and other granting organizations.

According to the website of organization A, international funding has supported projects that serve persons with disabilities, and activities in this area are

growing. However, most of these activities that are in the area of disabilities are large-scale social sector projects on education, health, and social protection, as part of a multidimensional approach to development and poverty reduction. Many of these projects are carried out in partnership with government agencies, as well as nongovernmental organizations and other multilateral and bilateral institutions in the project countries. The availability of funding for disability research also coincides with this trend.

As stated previously, organization A aims primarily to contribute to areas such as research, education, and international issues. To help organization A to perform duties in these areas, those external funds raised should be used towards those areas. If the organization does not use its received funds in such areas, external financial providers might not support organization A any more.

To summarize, organization A might be affected by the general economic environment in Canada and Winnipeg as well as that of its financial providers. To continue to survive and provide services effectively, it needs to always consider economic conditions and develop specific strategies based on those economic conditions.

2) Social environment

In Canada, the period from 1870 to 1920 is regarded as an experimental stage of social policy. Canada's welfare state grew more extensively from World War II to the mid-1970s. The combination of Keynes' and social democrats' views influenced the emergence of the welfare state in Canada. During this period, the responsibility

for social welfare moved from private charitable organizations to government (Djao, 1983).

Nineteenth-century Canada was mainly an agricultural society. Most people's economic security primarily relied on land ownership, self-employment (mostly farming), family and local communities (Bellemare, 1993). Social problems were regarded as the responsibility of individuals and people in need had to rely on friends, family, neighbors, churches and nonprofit charities (Hess, 1993).

Beginning in the late 1800s, however, Canadians began to experience profound social problems related to rapid industrialization and urbanization. The examples of social problems included unemployment, sickness, and industrial injury because of the shift away from an agricultural society to the market economy (Mishra, 1981). From that time, social problems were seen as a collective responsibility rather than solely individual responsibility. Canadian governments were increasingly expected to develop income security policies during the late 1800s and early 1900s. The Great Depression of the 1930s and World War II gave Canadians the experience of economic and social hardships and that translated into a demand on government to establish a social minimum related to income, nutrition, health, housing and education (Banting, 1987).

According to Crichton and Jongbloed (1998), since the mid-1980s, the federal government has faced a large national deficit and thus started to cut back on its funding for social service programs. Historically, neo-conservatism argues that government services, beyond basic support, result in discouraging work incentives and stimulating consumption of unneeded services. For the past 20 years, with the

emergence of neo-conservatism, governmental support has decreased and neo-conservatism has tried to overcome government deficits by cutting social spending (Riches, 1986; heclo, 1981 & Ismael; 1981). Smardon (1991) insists that the federal government drastically cut social spending and started to give up universal programs as well as cutting budgets for voluntary organizations.

The Voluntary Sector Initiative was formed as a five-year partnership between the federal government and voluntary organizations. In 2002, it identified several funding practices which were "causing volatility, mission drift, loss of infrastructure, reporting overload, instability, and human resource fatigue in the voluntary sector" (Mayer and Lezubski, 2003, p. 10).The report of the Voluntary Sector Initiative concluded that:

> If nothing is done, the sector will continue to suffer from increasing instability and for a significant cross-section of organizations, their capacity to achieve their mission and serve their clients and communities will continue to erode. In the end, all Canadians will be the losers. (Mayer and Lezubski, 2003, p. 10)

According to a survey by the Association of Fundraising Professionals, 63% of Canadian fundraisers raised an average of 8% more in 2002 compared to 2001. However, the Voluntary Sector was hurt by the stock market decline because many charities depended on investment for supporting their operating budgets. The foundations were also hurt by the deduction in stock values since they also "must distribute grants equal to 4.5% of the average value of their investment over the preceding two years" (Mayer and Lezubski, 2003, p. 10).

In response to these trends such as decreased budgets for voluntary organizations and increased demands on the voluntary sector, voluntary sector organizations have had to devise their own tactics to operate their various programs,

especially through fundraising from individuals, corporations, and foundations as well as securing funds from governments on a continual basis.

According to the 2000 National Survey on Giving, Volunteering and Participating in 2000, 6.5 million Canadians volunteered more than 1 billion hours, but only 7% of these volunteers volunteered more than 70% of all volunteer hours. This fact proves that the voluntary sector was helped by only a small number of volunteers and will face a continually unsustainable situation if this core group of volunteers cannot volunteer and cannot be replaced. The voluntary sector also had a serious difficulty in attracting and retaining staff. Compared to the for-profit sector, staff in the voluntary sector tended to have part-time jobs and their salaries and benefits were not competitive with the for-profit sector (Mayer and Lezubski, 2003).

These difficulties in recruiting staff and volunteers are big barriers for voluntary organizations. Without securing enough funds, voluntary organizations cannot hire professional staff and thus cannot operate various programs. Furthermore, without recruiting more volunteers, voluntary organizations cannot respond to clients or operate service programs effectively. In particular, volunteers can be an excellent human resource for effective fundraising because they can participate in fundraising activities.

In the 1980s, the Health and Activity Limitation Survey (HALS) was developed to collect data on people with disabilities. Later, in 2001 it was replaced by the Participation and Activity Limitation Survey (PALS). The 2001 PALS reported that there were 3,601,270 people with disabilities in Canada which represented 12.4% of the total population. In contrast, there were 147,580 people with disabilities in

Manitoba which represented 14.2% of the provincial population, ranking the fifth highest among all provinces (Mayer and Lezubski, 2003). There were 180,930 children under the age of 15 in Canada with disabilities which represented 3.3% of all children. Manitoba reported that 3.8% of all children under age 15 have a disability. On the other hand, female adults generally had a higher rate than male adults. In 2001, 53.9% of all people with disabilities in Manitoba were female compared with 52.7% in Canada (Mayer and Lezubski, 2003).

Considering the great number of people with disabilities, disability voluntary organizations have to inform the public of this large figure so that they may perform fundraising activities effectively. The large number of people with disabilities can be an excellent cause for raising more funds. They have to emphasize that they need more funds to serve more people with disabilities.

This researcher identified social circumstances and the needs of people with disabilities. According to the website of organization A, in the current social environment, people with disabilities face physical and attitudinal barriers which prevent them from participating fully in society. Organization A identifies these environmental barriers as more problematic than the functional limitations of people with disabilities. In terms of physical barriers, given a variety of accommodations, more people with disabilities will be integrated fully into society. With regard to attitudinal barriers, misperceptions should be removed. Organization A insists that disability should be regarded as a citizenship and human rights issue.

Organization A is only one of nationally leading organizations which play an exclusive role in the research community in Canada. However, the general public is

not familiar with the activities of organization A. Mainly intellectual organizations such as universities, academics and research institutions are directly involved with the mission and mandate of organization A since its primary goal is to conduct a variety of research projects rather than to provide direct and visible services to people with disabilities.

3) Cultural environment

As Hasenfeld (1983) indicates, organizations are strongly "sensitive to the dominant cultural and value systems in the community." He continually insists that "a close relationship has always existed between the predominant social and cultural beliefs of a period and the particular form and direction human services have adopted." (Hasenfeld, 1983, p. 55).

In Unison: A Canadian approach to disability issues is a government document to promote the integration of people with disabilities in Canada (The Federal/Provincial/Territorial Ministers Responsible for Social Services, 2004). Most people with disabilities do not see themselves as permanently unemployable and insist that they should be able to live independently and control all aspects of their lives (The Federal/Provincial/Territorial Ministers Responsible for Social Services, 2004). According to this document, the attitudes and behaviors of Canadians are also changing to correspond to the views of people with disabilities. Public policies and programs have to reflect the needs and attitudes of Canadians with disabilities. As a result, people with disabilities are not viewed any more as 'exceptions' whose needs

have to be met through segregated programs and policies (The

Federal/Provincial/Territorial Ministers Responsible for Social Services, 2004).

However, even though people's attitudes are changing, the reality is that

people with disabilities still cannot be fully integrated into society due to a great deal

of barriers and discrimination. Accordingly, Canadians have to change their attitude

toward people with disabilities and support integrative policies and programs to

reflect that people with disabilities have equal rights (The

Federal/Provincial/Territorial Ministers Responsible for Social Services, 2004). It is

this researcher's rationale that if Canadians have positive and supportive attitudes

toward people with disabilities, they will think that people with disabilities need to be

supported more. These public attitudes will affect fundraising activities of voluntary

sector organizations so that voluntary sector organizations may secure more funds.

Culturally there have been many misconceptions about the potential to work

for people with disabilities. Based on this stereotype, many past programs and policies

produced disincentives to work by holding an all-or-nothing view of employability.

The concept of a continuum of employability should be developed as opposed to an

all-or-nothing view. If removal of barriers and proper support are given based on this

view of a continuum, people with disabilities will be capable of being employed in the

labour force and participate fully in society. Holding this view, organization A aims to

defeat many misconceptions regarding people with disabilities so that people with

disabilities may be fully integrated into society with their jobs. However, it is very

hard to change cultural misconceptions and takes a long time to do so (Human

Resource Development Canada, 2004). If policy-makers and the general public hold a

positive view, voluntary organizations are more likely to secure funds because voluntary organizations can also conduct a variety of programs such as job training and job placement for people with disabilities.

4) Political-legal environment

A former executive director in organization A was very politically successful. According to the website of organization A, he played a significant role in establishing organization A. He had a good relationship with politicians, academics, and researchers. He had a PH.D degree and excellent negotiation skills. Moreover, as an international leader in the international disability society, he holds international meetings and has developed international issues. Organization A researches all aspects of any disability issues. The followings are examples.

The Canadian Charter of Rights and Freedoms emphasizes that discrimination based on physical and mental disability should be removed. The Charter and Human Rights legislation also requires the federal, provincial and territorial governments to work together to ensure the rights and equality of people with disabilities and to help them be integrated into society (Department of Justice Canada, 2004). In particular, Section 15 of the Canadian Charter of Rights and Freedoms emphasizes the right to equality of people with disabilities. This means that voluntary sector organizations require government funding to do so.

However, policies for people with disabilities are fragmented with frequent overlaps, inconsistencies and gaps within and across provinces in Canada (Fawcett, 1996). For example, as this researcher has already mentioned, wage subsides were

not found to be effective in terms of long-term employment once the subsidies ended. The vocational rehabilitation program aims to help people with disabilities participate in the labour force, but this program also has the biggest limitation in that access to buildings and information was lacking. This implies that voluntary sector organizations have to secure more funds so that they may fill gaps among government services until those gaps are removed.

The National Campus and Community Radio Association is a non-profit national association of organizations and individuals committed to volunteer-based, community-oriented radio broadcasting. According to the National Campus and Community Radio Association, Canadian charity law originates from laws in England in 1601. According to charity law, the principal benefits of obtaining status as a registered charity with Canada Customs and Revenue Agency (also known as "Revenue Canada") include partial or full exemptions from federal income tax, provincial corporate taxes, Goods and Services Tax (GST), Provincial Sales Tax (PST) and municipal assessments and the capacity to provide tax benefits to donors (National Campus and Community Radio Association, 2004). That is, voluntary organizations can obtain a taxation number and issue official donation receipts for donations by registering as a charity. This reduces the taxable income of donors. In turn, this may encourage more people to donate and thus will result in effective fundraising.

This researcher will explain about government departmental jurisdictional responsibilities related to people with disabilities. Family Services and Housing is a body designed to help people with disabilities in all aspects of society. It has

programs such as child day care for children with disabilities, children in care with disabilities, children's special services, home adaptations for seniors' independence, income assistance for people with disabilities, a Manitoba developmental center, residential care licensing and a residential rehabilitation assistance program.

This researcher found connections between organization A and government funders. Many local, provincial and federal government agencies work collaboratively with organization A. As a nationally leading organization in the research community in Canada, organization A aims to research all aspects of people with disabilities. Needless to say, government aims to improve the lives of people with disabilities through supporting organization A.

Researchers of organization A continually explore problems and make suggestions to overcome those problems with disability issues for the purpose of improving the welfare of people with disabilities. The results of research in organization A will positively affect policy-makers and academics as well as the general public, especially for fundraising activities.

5) Technological environment

Canada has undergone a technological revolution over the last few decades. In particular, computer technology is being used in hospitals, workplaces and schools. Computer technology is very useful to analyze donors' sex, age and religion. According to the results of analysis, fundraisers can target specific donors. For instance, if young Christians are more likely to donate than any other groups, fundraisers have to target young Christians (Tutty, Rothery & Grinnell, 1996).

Furthermore, computer technology will be helpful for recording, editing, and classifying fundraising data. The distinct advantage of using a computer is that fundraisers may save time when performing fundraising duties. In this way, organization A was using computer technology for effective fundraising activities (Tutty, Rothery & Grinnell, 1996).

In particular, according to the website of organization A, this organization has superior research skills which will be a great tool for improving the welfare of people with disabilities. For example, it has established an excellent information network through an internet library which people with disabilities might access easily.

Furthermore, these superior research skills were also very advantageous for effective fundraising. In order for fundraising activities to be effective, superior research skills are required in that fundraisers who research the kinds of grants governments, foundations and corporations make are likely able to generate funds more effectively than fundraisers who do not have proper research skills or abilities.

4.114 Fundraising Activities

Organization A performs activities in the areas outlined in table 4.4. This researcher will provide a detailed account of these activities in a later section. In particular, the interviewee identified that organization A does not perform direct mail campaigns, which are mailing requests for donations, or telephone campaigns, which are telephone requests for donations. Also, organization A does not use door to door canvassing, which involves requests made to people at their home or work campaigns, such as a United Way style campaign. According to the interviewee, direct mail and

telephone campaigns are popular in larger organizations which have fundraising

departments consisting of many volunteers who can help with fundraising activities.

That is why organization A does not intend to implement a long-term plan to use

these kinds of methods in the future.

Table 4.4. Fundraising Activities; Organization A

Number	The kinds of fundraising activities
1	Special events primarily for fundraising (special events that are for fundraising rather than their regular fundraising activities)
2	Planned giving/Bequests programs/Estate planning (requests for donations via wills and insurance plans)
3	Capital/Endowment campaigns (requests for major individual and institutional donations for occasional multi-years gifts, special capital projects or endowments)
4	Corporate fundraising (soliciting funds or gifts in kind from businesses or corporations)
5	Government funding (soliciting grants from government)
6	Foundation funding (soliciting grants from foundation)
7	Research grants
8	Unsolicited donations (donations that are received without being specifically requested)

To focus more specifically, this researcher will examine special events of

organization A in detail. Organization A has held a dinner party which is a corporate

reception dinner and planned to hold an on-line auction. Between these two activities,

the dinner party is effective because it contributes to increased awareness of the

organization, even though it failed to raise funds directly. The auction did not

materialize.

This researcher also gathered information on how many staff and volunteers

were involved in the above fundraising. In the case of special events, a dinner party

was prepared by three staff and four volunteers and an auction by two staff and

volunteers. Only two staff members were involved in the planned giving/bequests

programs/estate planning, and the corporate fundraising, capital/endowment campaign was arranged by three staff members and volunteers. Government project-based funding has six staff and volunteers and foundation fundraising and funds from banks had three staff and volunteers. Last, only one staff member was involved in unsolicited donations.

In order to develop effective fundraising tactics, organization A brain storms new ideas in their fundraising committee, consults with a professional fundraiser or someone who has experience, and chooses one or two staff who will be responsible for fundraising. In regard to methods of public relations, organization A identifies the use of disability journals and a monthly bulletin which are effective.

Organization A had a fundraising committee compromised of four staff and three volunteers. One full-time staff works exclusively for fundraising and three staff who have fundraising duties in addition to their other duties support fundraising activities, but spend only 2% of their time for fundraising activities. The fundraiser reported on fundraising activities. The specific skills and educational/professional background of fundraisers were as follows. Since most funding of organization A is from grants, which are based on proposals, the required skills include grant proposal writing skills, connections within the disability community, government bureaucrats and politicians, academics, skill of quantitative and qualitative research methodologies and knowledge of funding agencies and their preferences and missions.

The organization also identified some barriers to raising funds and some suggestions to overcome those barriers. According to the respondent, organization A has a rather "abstract mission which is outside of the experience of most donors and

thus it is very difficult for organization A to show concrete outcomes easily recognized by most donors". In order to overcome this barrier, organization A has to appeal to "intellectuals such as policy makers, universities, foundations, and governmental supporters" according to the respondent.

4.115 Methods of evaluating its fundraising activities

Table 4.5. The Methods of Evaluating Fundraising Activities

Source of data	How does organization A evaluate fundraising efforts?
Questionnaires	① By examining the costs of fundraising as a percentage of the total amount of funds raised and ② By examining the net revenues (after expenses are deducted) that are returned from fundraising activities.
Documents	① Checking if funding benefits the disability community ② Identifying if funding continues to be secured
Interviews	① Checking if awareness of the organization has increased ② Examining the reputation of the board members ③ Ensuring that partnerships continue to exist ④ Checking if innovative ideas are used

Through questionnaires, organization A answered that they evaluate their fundraising efforts by examining the costs of fundraising as a percentage of the total amount of funds raised. This means that if one fundraising tactic spent $200.00 that results in gathering $1,000.00, the percentage of the cost of fundraising of the total amount of funds raised is 20%. If another fundraising tactic spent $400.00 which resulted in gathering $1,000.00, the percentage of the cost of fundraising of the total amount of funds raised is 40%. In this example, the former fundraising tactic is more efficient than the latter one.

However, according to organization A, this case only explains the aspect of efficiency which is one of many aspects of effectiveness. Therefore, the concept of effectiveness might be argued in this case. For example, if the former example did not increase awareness of the organization and if the latter one increased awareness of the organization, some people might argue that the latter one would be more effective than the former one according to organization A.

Organization A continually responded that they evaluate fundraising efforts by examining the net revenues (after expenses are deducted) that are returned from fundraising activities. A good example is that if one fundraising tactic spent $2,000 to raise $10,000 (20% cost of funds raised and $8,000 net income) and if another fundraising tactic spent$40,000 to raise $100,000 (40% cost of funds raised and $60,000 net income), we cannot say that the former one is more efficient than the latter organization since the percentage of the total amount of funds raised for the former organization is lower than the latter one's. In this case, the concept of absolute amount of funds raised might also appear. Even if the latter one spent a higher percentage as the cost of fundraising for the total amount of funds raised, its absolute amount is much higher than that of the former one's. Therefore, evaluating fundraising efforts requires carefully researching all aspects of the effectiveness.

Through documents, this researcher also found that they evaluate their fundraising efforts by checking if funding benefited the disability community. If the funds raised are used inappropriately, the effectiveness of fundraising would be nothing because the image of the organization would be seriously damaged. They

tend to know whether or not the funds raised were used to benefit the disability community by carefully examining the records of expenditures of the annual budget.

Through an interview, organization A illustrated that they evaluate their fundraising efforts by checking if awareness of the organization increased. Through contacting some volunteers and donors through general conversation or calling to say 'thank you' after their specific fundraising methods were conducted, they usually tended to know how those fundraising methods contributed to increased awareness of their organization. Volunteers and donors are major stakeholders in fundraising events. Therefore, they come to know this by observing fundraising events and listening to others' comments of fundraising events.

Organization A also emphasized the role and reputation of their board members because they develop and conduct policies specifically for fundraising. In particular, the reputation of the board members would affect the success of fundraising efforts as previously explained. In organization A, some famous and influential board members played a significant role in gathering a great deal of funding from governments. They were easily able to know the reputation and role of some board members by examining their fundraising efforts and their results through records and specific meetings for fundraising.

Last, they evaluate their fundraising by checking if innovative ideas are developed and used successfully to gather funds and increase the significant image and awareness of their organization. In order to develop innovative fundraising ideas, organization A brainstorms new ideas in their fundraising committee, consults with professional fundraisers or someone who has experience, and chooses one or two staff

members who will be responsible for fundraising. Through these processes, after they developed and conducted creative fundraising ideas, they evaluated their fundraising efforts by simply checking the real results of their fundraising methods.

4.12 Inferences Related to Fundraising and Its Evaluation

4.121 Organizational definitions of the effectiveness of fundraising

Organization A presents organizational definitions of the effectiveness of fundraising as outlined in table 4.6. In answering the questionnaire in this study, organization A defined the effectiveness of fundraising matching this study's operational definition. To reiterate, it is regarded as effective for a fundraising tactic to gather more than the amount targeted by the organization. This definition is related to the absolute amount of funds raised and efficiency is the extent to which revenues dominated costs. Let us take an example that a fundraising tactic spent $3,000 to raise $10,000 and another tactic spent $4,000 to raise $10,000. Assuming that their targeted net goal amount is $7,000, the former tactic is still more effective than latter one. This concept of a continuum was identified by an interview.

Organization A also illustrated that it is also effective for fundraising tactics to contribute to an improving image of the organization, recruiting volunteers or increasing public awareness because these factors will be helpful for raising more funds in the future. For example, organization A has a special event, holding a dinner party which contributes to increasing its awareness and image, even if it did not raise funds directly from this event.

Table 4.6. Organizational Definitions of the Effectiveness of Fundraising

Source of data	How does organization A define effectiveness of fundraising?
Questionnaires	Fundraising is regarded as effective if it ① raises that amount set by the organization after expense or more or ② fulfills some factors, such as improving the positive image of the organization, improving donor relations, recruiting more volunteers, or improving public awareness.
Documents	① If funding benefits the disability community ② If funding continues to be secured
Interviews	① Improving awareness of the organization ② Reputation of board members, staff and volunteers increase effectiveness ③ Partnership among staff is required for effectiveness ④ Innovative ideas to be effective.

Through documents such as annual reports, newsletters and information from their website of organization A, this researcher also collected definitions on fundraising effectiveness. How raised funds were used is a very important issue. All fundraising tactics have their specific intention to use funds raised appropriately. When funds raised are used for their original purposes, the client community will benefit directly. Last, documents emphasized that fundraising tactics are regarded as effective if they continue to raise funds on a constant basis.

Through face-to-face elite interviews, the respondent identified four factors for defining fundraising effectiveness. As defined previously from the questionnaires, fundraising activities are proven as effective if they improve awareness of the organization. Improved awareness or image will help organization A to raise more funds in the future. Second, the interviewee also identified the "reputation" of board members, staff and volunteers when he defined fundraising effectiveness. According

to this researcher's experience, one famous professor who was a board member in a disability organization in South Korea played a significant role in improving awareness and the image of the organization which resulted in raising more funds. Other examples of influential people include famous rich businessmen, movie or television stars, artists and politicians. They might be board members, volunteers or staff of these organizations.

The third factor is that a partnership among staff members was emphasized when defining the effectiveness of fundraising. In general, corporate work, or teamwork is important in all kinds of organizations. In particular, through partnership or teamwork, organizations will likely be able to more readily identify the strengths and weakness of fundraising activities and thus overcome some barriers to effective fundraising.

The fourth factor is that innovative or creative fundraising ideas should be developed to compete with other similar organizations. Creative or innovative ideas may play an essential role in attracting more people and raising more funds. The organization needs to develop more innovative fundraising ideas on a continual basis.

4.122 Organizational views on what is effective and why

First of all, organization A agreed with this study's definitions of fundraising effectiveness. This organization works collaboratively with the Federal government on projects of mutual concern and solicits grants from foundations. Government fundraising produced about 50% of the 2002/2003 total revenues. The J.W. McConnell Family Foundation supported this organization.

Table 4.7. Organizational Views on What is Effective and Why

Source of data	What are seen as effective fundraising methods and why?
Questionnaires	* Governments and foundation project-based funding were the most effective because these sources provided a large portion of revenue for organization A. * Among special events, the dinner party was the most effective because it succeeded in increasing awareness of organization A.
Documents	* Governments fundraising produced about 50% of 2002/2003 total revenue and two foundations supported this organization. * An international agency supported this organization by constituting the second largest portion of revenue for organization A. * Endowment fundraising from government sectors was also very effective because it provided the largest amount of funds up to this point.
Interviews	* Organization A focused on governments and foundations which are interested in intellectual work.

However, according to documents, an international agency supported organization A by representing the second largest portion of revenue for organization A. This amount is much bigger than the total amount foundations donated to organization A. This might be considered as a contradiction of the data collected. However, it should be understood that the two foundations might be more successful than the international agency in increasing awareness of organization A.

Endowment fundraising from governmental sectors was also very effective because it gave the largest amount of funds to organization A up to this point. For example, the government of Canada and the government of Manitoba have contributed significantly to the endowment fund of organization A to ensure its financial longevity. However, in the case of endowment campaigns from sources other than governmental sectors, efforts have been much less successful. This is because donors are not interested in supporting endowment funds, generally wanting

to fund efforts which produce direct services to clients and easily visible concrete outcomes.

We can understand that external political environments are important factors in securing larger funds from governmental sectors. It can be said that organization A recognizes the external political environment very well and responds to it appropriately resulting in receiving more funds from governmental sectors. This evidence also proves that governmental support is still very essential and important for organization A even if governments have tended to cut their support to voluntary organizations under the ideology of neo-conservatism.

However, through an interview, as mentioned already, this researcher also found that organization A is closely related to intellectuals such as policy makers, foundations and Universities. Therefore, they focus on governments and foundations which are interested in intellectual work.

This researcher found information on how each fundraising tactic was implemented, and its effectiveness at each level in terms of eight criteria identified by organization A's definition of effective fundraising.

For planned giving/bequests program/estate planning, organization A put its notices in its bulletins, pamphlets, and on its website. This was effective as it improved donor relations even if it did not provide any funds at all.

Regarding capital/endowment campaigns, organization A made visitations to specific funders and left an information package with people when a presentation was made. This improved donor relations and public awareness of the organization, and creative ideas were used with these tactics to persuade potential funders to donate.

With regard to corporate fundraising, fundraisers contacted companies over the telephone. Sometimes, organization A asked for gifts in kind from companies with which organization A was in contact. This improved awareness of organization A and fulfilled some factors such as improving the positive image of the organization and improving donor relations.

This organization developed projects and worked with the government. If obtaining funds from government was too competitive, organization A generated proposals in collaboration with appropriate partner agencies. Importantly, lobbying happened when government officials visited Winnipeg or organization A. Also, organization A made personal visitations to the appropriate officials. However, these grants provided only up to 15% for 'overhead' costs. Staff salaries had to be linked to activities for which a grant was received. This tactic was effective because partnership among staff was improved when organization A tried to obtain government funding, and government provided primary sources of funding.

To generate foundation funding, organization A prepared proposals requesting grants for specific purposes. Even if funds from a foundation served that purpose under some circumstances, they could not cover operating costs directly. This tactic was effective as it provided more funds after costs and fulfilled some factors such as improving the positive image of the organization, improving donor relations, and improving awareness of the organization.

With regard to funding from financial institutions, organization A has had a good relationship with a major Canadian financial institution, which provided funding for one staff position for six years. The Executive Director of organization A

contacted a high-ranking executive with whom he was acquainted. However, this arrangement has expired and will not be renewed. In spite of this fact, organization A has an opportunity to obtain funds because this institution will continue to assist with small research grants for another few years. Funds from the Bank were effective because they provided more than the goal amount set by organization A and improved awareness, the positive image and donor relations. Also, the partnership among staff improved and creative ideas were used in this tactic.

Regarding unsolicited donations, organization A invited cash donations through subscriptions to a 'philanthropic giving' website and through a message in its pamphlets, bulletins and on its website. It was effective as it provided unexpected funds. Commonly, the above tactics were effective because funds continued to be secured ethically and benefited the disability community. In particular, the reputation of board members increased effectiveness of the above tactics.

This researcher earlier identified some sensitizing concepts. It is important to learn whether those sensitizing concepts were useful in explaining the organization's level of fundraising effectiveness. First of all, an already established organization may raise more funds than a newly formed organization and the longer the fundraising department has been established the more funds it raises.

For the most part this reasoning held true. For example, organization A was established only about ten years ago and a fundraiser was hired recently. Even if organization A succeeded in receiving project-based funding from the government and other research supporting institutions, it needed to explore a variety of fundraising

tactics which might include holding a variety of special events, training and using more volunteers and utilizing community broadcasts effectively.

Furthermore the popularity of the cause was an important sensitizing factor in organization A. Even though organization A was started only about ten years ago, it succeeded in securing a large number of project-based and endowment funds from federal and provincial governments because it was a unique organization in Canada researching all aspects of people with disabilities in terms of education, employment and international disability issues. In this way, the source of funds was also meaningful as this organization gathered a greater portion of funds mainly from governments and government agencies.

4.2 Analysis of Organization B

4.21 Description of Organization B

4.211 The organization's mission and history

In particular, this study focused on the Manitoba Division's fundraising activities. The selection of organizational units was confined to those that were easily accessible within a limited distance. This is why this study did not include those of North Service Centre in Thompson and West Service Centre in Brandon. Fundraising revenues may come from within or outside of Winnipeg, but those funds raised were being used for clients in Manitoba.

According to the official mission statement identified on the website (2004) of organization B, the Manitoba Division provided rehabilitation services to empower blind and visually impaired consumers in determining and achieving their desired

level of independence. It was also committed to blindness prevention, public education, and advocacy. The Manitoba Division also played a role as a consultant and resource organization which worked in partnership with professionals, governments, and academics. The principle aim of organization B was to help blind or visually impaired individuals integrate into the mainstream community based on their ability to function.

The specific objectives were concrete sub-goals, while the mission was broader and a more abstract concept. According to the website (2004) of this organization, the specific objectives of the Manitoba Division were to foster the integration of blind and visually impaired persons into mainstream Canadian society, ameliorate the condition of blind people in Manitoba, prevent blindness and promote sight enhancement services.

Furthermore, according to the annual report (2002-03) of organization B, the Manitoba Division aimed to assist individuals who could not correct their vision problems with ordinary lenses, and who could not function normally due to vision problems. A team approach was used by staff, volunteers, and clients to attain common goals. The Manitoba Division aimed to prevent blindness, and was committed to public education and advocacy by offering a variety of information and rehabilitation services.

According to the website (2004) of organization B, the head-office was originally founded in 1918 to help soldiers who were blinded in battle. It aimed to help Canadians who were blind, visually impaired, or deaf and blind live independently with civil rights and dignity. Organization B has been recognized as an

excellent leader in the area of rehabilitation, research, and library services for blind, visually impaired and deaf-blind individuals.

According to the website (2004) of organization B, in order to better respond to clients' needs, it established four geographic divisions between 1918 and 1920, namely: the Ontario Division; the Maritime Division (which encompassed New Brunswick, Nova Scotia, and PEI); the Central Western Division (which included Manitoba and Saskatchewan); and the Western Division, (comprising Alberta and British Columbia). In 1961, the Central Western Division was changed to the Manitoba Division and Saskatchewan Division.

In 1990, an executive director released information about the history of the Manitoba Division. According to this information, in 1927-1928, the Manitoba Division had a new facility on Portage Avenue and Sherburn Street. This facility was officially opened by Viscount Willingdon who was the Governor General of Canada. Later, between February 1945 and April 1945, three advisory boards, or advisory committees were established by the Divisional Board of Management in Brandon, Dauphin, and Portage La Prairie. The Brandon and Dauphin committees were later combined to represent the western Manitoba Advisory Board and the Portage La Prairie Advisory Board has been very active to the present day.

Organization B has benefited greatly from the volunteer support of groups such as the Greater Winnipeg Women's Auxiliary in 1950, and the Women's Service Club in 1954. In particular, in 1949, the Lions Club of Winnipeg financially supported organization B significantly and this resulted in the establishment of a new residence.

In 1975, the garment factory in organization B and in 1980, the Broom Manufacturing Departments were phased out because people with disabilities were able to access better educational opportunities. Furthermore, the public and organization B realized the importance of integration rather than segregation, Residences, which were special institutions in the 1940's, 50's and 60's, were closed in 1979. As a result, all the remaining residents were integrated into personal care homes. As they do today, organizational staff trained the various personal care personnel throughout Manitoba to meet the special needs of clients.

Due to the closing of the garment factory, Broom Manufacturing Department, and residence in 1980, organization B was left with 30,000 square feet of unused space in its 60,000 square feet of space. Based on this capacity, organization B constructed the current 20,000 square feet modern service center in March, 1983. Organization B sold old properties for $1,629 million dollars, and had the funds invested for 18 months at the highest interest rates that ever existed in Canada. A capital campaign was also conducted by organization B, raising $311,000.

While examining the history of the Manitoba Division, this researcher found implications for fundraising and other fiscal issues. Its history is important in terms of the research questions. First, as previously stated, the Governor General of Canada was directly involved in opening the new facility in Portage La Prairie. Politically, the implications of the involvement of the Governor General would have been advantageous in gathering additional funds because of the increased profile of the organization.

Second, as previously stated, historically and practically, volunteer supports proved to be an excellent resource, financially. For example, the Lions Club of Winnipeg financially supported the construction of a new residence. With regard to the importance of volunteer support, the literature review demonstrated this.

Last, the investment of funds secured was successful for organization B because funds were invested at the highest interest rates that ever existed in Canada. Furthermore, the conducting of a capital campaign was very successful for organization B as it gathered over $300,000 when the current service building was established.

4.212 Internal Environment

According to the website (2004) of organization B, this organization is a nationally affiliated organization with its head office in Toronto, and it has expanded to nine geographic divisions across Canada, each responsible for local services. Across Canada, there are about 20,000 volunteers and 1,000 staff, one third of whom are blind or visually impaired. About 105,000 clients were and are being served by the organization. Organization B is governed by volunteers who are on boards at the national, divisional, and district levels. General council meetings are open to the public.

The Manitoba Division, excluding North Service Centre in Thompson, and West Service Centre in Brandon, has a total of 39 staff who work in administration, fund development, communications, and client service departments. Administration included the following: executive director, executive assistant, western regional

director, manager of accounting services and human resources and administration, administrator, intermediate spokesman, and building maintenance care taker. Fund development included the following: assistant executive director/regional director of development, manager of fund development, executive secretary, and administration clerk/coordinator. In particular, volunteer services were included in fund development as well as in communications. Client Services Department included the following: director of rehabilitation, manager of client services, career counselors, computer access technology instructor, instructor of pre-employment training, intake worker, occupational therapists, orientation and mobility instructor, rehabilitation counselors, rehabilitation group worker, two rehabilitation teachers, technical aid assistants, vision rehabilitation workers, driver guides, registrar, secretary/receptionist, administrative secretary and executive secretary. Last, communications included only a director of communications and volunteer service.

According to the website (2004) of organization B, the Manitoba Division provided services in such areas as counseling and referral, rehabilitation teaching, orientation and mobility, sight enhancement, adaptive and technical aids, employment counseling, library services, early intervention program and rehabilitation peer groups. The website (2004) of organization B identified following the information in detail.

① Counseling and referral

Counselors aim to help clients develop their potential for independent living. Examples of services include grief counseling, referral to community organizations, and providing guidelines to various rehabilitation services and programs.

② Rehabilitation teaching

Rehabilitation teachers offer skills in areas such as:

- Communication skills -instruction in Braille, handwriting, typing, tape recording devices and reading aids.
- Personal management - techniques for maintaining personal hygiene, clothing care and banking.
- Home management - care and upkeep of one's living space, cooking, cleaning and identification of money.
- Orientation skills - basic indoor mobility.
- Leisure activities - table games, card games, links to community centers for other interests and pursuits.

③ Orientation and mobility

Being able to move safely and independently is an essential factor for people with blindness or visual impairment. It is considered very important to learn how to use a white cane effectively. Basic skills include use of a sighted guide, traveling indoors, mental mapping and the use of the remaining senses.

④ Sight enhancement

One of the most important roles is to enhance the sight of clients. Services include assessing functional vision, helping clients understand the condition of their eyes and aiding clients to select, adapt, and train in the use of low vision devices such as magnifiers and proper lighting.

⑤ Adaptive and technical aids

The aim is to provide information and consultation about the selection, use and purchase of technical devices. Examples of technical aids include magnifiers, talking calculators, watches, white canes, large print playing cards, and many other things related to daily living.

⑥ Employment counseling

Employment counselors aim to develop employment-related skills and find a placement that will help clients attain their desired vocational goals. Examples of services include skill, ability and interest evaluation, pre-employment preparation, direct marketing of individuals to employers and task analysis and modification of the workplace.

⑦ Library services

Library services of organization B's head-office located in Toronto are also available via the Internet or regular mail. Books and magazines are transcribed onto audiocassette, electronic text, and/or Braille format.

⑧ Early intervention program

According to the website (2004) of organization B, it is known that about 80 per cent of learning is closely related to vision. Services include assessment, parental education and individualized programming in the clients' homes or in specially designed children's rooms at organization B.

⑨ Rehabilitation peer groups

Clients who do not have access to community-based seniors' programs share their information and grief by interacting with other clients in peer groups, which are being run by "clients for clients". Services include woodworking, dancing, and pottery.

The organization did not have any data on how many people it served in each service area and there was no dedicated source of funds related to service areas.

According to one staff member from Communications, portions of each service were covered under different sources of funding including the United Way. Furthermore, the Manitoba Division now relies heavily on the dedication and support of volunteers. The Manitoba Division had more than 625 volunteers who worked at all levels in such areas as governance, fundraising, and program support. For instance, volunteers gave their time through activities such as friendly visitor, recreational supporters, fundraising assistants, administrative assistants, committee members, or special events assistants.

The website (2004) of organization B identified that since it was established 85 years ago, the Manitoba Division has provided services to about 5,000 clients who were looking for assistance. Another characteristic of organization B was that, throughout its history, clients have participated in developing the organization's policies and services. Many clients have been able to serve as board members and committee members or to work as staff members.

4.213 External Environment

The general external environment surrounding the Manitoba Division is the same for all three sample organizations because they are all located in Winnipeg. Therefore, this researcher analyzed the interaction between the Manitoba Division and its external environments.

1) Economic environment

According to the website (2004) of organization B, organization B has two primary strategies to respond to the external economic environment. First, it tries to help clients to find jobs by providing employment-related skills. People with disabilities are often unemployed. Examples of principal services include the following.

- evaluation of skills, abilities, and interests
- decision-making processes and vocational counseling
- pre-employment preparation
- direct marketing of individuals to employers
- task analysis and modification of the workplace
- assistance in securing employment and education related funding
- employer outreach, consisting of providing education and awareness pertaining to blindness and visual impairment.

Second, organization B was conducting a variety of fundraising activities. Organization B has four full-time fundraisers in its Fundraising Department, which means that there is a significant interest in securing funds professionally and systematically. The Fundraising Department plays an important role in developing and conducting a variety of fundraising activities.

The respondent answered that the main sources of organization B's funds were from government which provided the biggest portion, special events, workplace campaigns (e.g. United Way style), planned giving and foundations. Detailed amounts of each source are described later. One staff from Communications illustrated that the trends which affected these sources were that funds from these sources were stable compared to other fundraising tactics. In spite of the fact that government tended to cut their funds to voluntary organizations, this organization received the biggest

portion of its revenues from government. Organization B received provincial funding mainly aimed at people of working age. Organization B also received funding each year for its Early Intervention Program for preschoolers. Federal government funding was secured through the national office for specific projects.

Organization B was conducting a variety of fundraising activities to respond to the economic environment, which has many similar organizations competing for the same charitable funds. The fundraising strategies of this organization secured funds through a variety of fundraising tactics to operate its programs for clients. Government still provided the biggest portion of revenues for this organization, even though the trend of government continued to cut financial support to voluntary organizations. Furthermore, whether the economic situation was good or not, foundations provided funds continuously to this organization according to the Canadian Centre for Philanthropy (2003).

Upon reflection, answers from the questionnaire in this study identified that the fundraising strategies aimed to secure funds from governments and foundations. They resulted in receiving $1,332,000 and $50,000 each in the 2002/2003 fiscal year. To respond to the economic environment effectively, organization B also developed creative special events such as a Kite Festival, dinner parties, sports events, charitable gaming, and auctions. Specifically, organization B hired a fundraiser who was responsible for planned giving. As a result, in the 2002/2003 fiscal year, through planned giving, organization B secured $471,000. To summarize, organization B might be affected by the general economic environment in Canada and Winnipeg as well as that of its financial providers. To continue to survive and provide services

effectively, it needs to always consider the economic conditions and develop specific strategies based on those economic conditions.

2) Social environment

This section illustrates the interaction between the Manitoba Division and its social environments. According to the website (2004), primarily, physical and attitudinal barriers prevent people with disabilities from being fully integrated into society. To respond to these environmental factors, organization B provides counseling, referral, and rehabilitation teaching services. For example, counselors try to modify or restore the social functioning of people with blindness or visual impairments and their families. As well, they refer clients to community organizations to help them have more choices in services. Also, organization B responds to the social environment by helping clients develop communication skills, personal management techniques and recreation skills.

One staff member from Communications answered that the core services of organization B are available across the province. The greatest trends affecting its services are the high incidence of diabetes in the Aboriginal population (diabetics are often at risk of losing their vision), and aging baby boomers. By the age of 75, one person in four will have significant vision loss that cannot be corrected with lenses.

This researcher could not find statistical information on the number of people in Manitoba with visual impairment because someone could be blind, but not register with organization B. Therefore, the following table provides statistics on the new and total clients of organization B, Manitoba Division. The statistics were classified based

on the age of new and existing clients. Age in these statistics was emphasized. For example, as the Canadian population ages, more clients were presented to organization B. This signifies that organization B has to develop more specific services for that older clientele. In order to do so, this organization requires more funds.

Table 4.8.   A Statistics of the New and Total Clients of the Organization B

Age	0-5	6-17	18-29	30-49	50-59	60-69	70-79	80-89	90 & over
New clients	23	6	3	30	36	37	94	229	73
Total clients	67	187	184	508	380	395	688	1,589	1,035

(Brochure, Client Statistics 2003 produced by organization B)

Organization B also agrees with the viewpoint that more clients could be fully integrated into society when attitudinal barriers and misconceptions are removed through human rights campaigns. In terms of fundraising activities, organization B also conducts a variety of fundraising activities such as an auction called "Eye on the Art", a Manitoba lottery calendar, a golf tournament, and a dinner party to attract more supporters.

3) Cultural environment

As previously stated, culturally, there have been many misconceptions about the potential ability of people with disabilities. The general public holds that blind or visually impaired people have difficulties in terms of mobility and the ability to do things. They also think that blind or visually impaired people have communication

barriers with each other, and difficulty in managing personal activities such as,

grooming, washing and cooking (Ophthalmics, 2004).

Based on Ophthalmics (2004), this researcher found information on

Canadians' attitudes toward visual impairment and people affected by visual

impairment and surveyed public attitudes toward age-related Macular Degeneration

(AMP). The survey was conducted by telephone among 2,011 Canadians who were

30 years old or older between May 29 and June 17, 2003. When Canadians were

asked about physical abilities, they fear losing most, 69% of respondents indicated

loss of sight, whereas 20% indicated loss of their legs and only 5%, loss of hearing.

63% of respondents answered that they have never known anyone who has

lost his/her central vision. 78% mentioned that they would go to an eye doctor if they

were experiencing problems with their eyes, while 33% wanted to go to their family

doctor. Only 2% would likely call a support organization. Importantly, 31%

mentioned that they would take an eye examination to see if they required glasses.

24% wanted to know any sign of disease or abnormality and only 25% wanted to

check their vision regularly over time. In particular, according to 23% of respondents,

diabetes was seen as the most common cause of serious vision loss among older

Canadians who were aged 50 or older. The second most common cause was aging

(16%) and the third one was cataracts (11%) (Ophthalmics, 2004).

To defeat these misconceptions, according to the website (2004) of

organization B, it provides training in a number of skill areas such as; mobility,

communication, personal management, home management, leisure and recreation, and

orientation and pre-cane teaching. Detailed information about these skills was

presented earlier. In particular, the Communications Department intends to defeat cultural misconceptions through media such as, local newspapers, and community broadcasts via Television or radio. Organization B aims to offer physical assistance, training, and rehabilitation services to respond to social environments.

This researcher will explain here about how these efforts related to fundraising. Needless to say, these efforts were required so that funders such as government, foundations and the general public would not maintain these misconceptions. Holding such misconceptions might affect the will of agencies and the public to donate financially to disability organization. Defeating misconceptions will allow fundraising to be more effective because removing attitudinal barriers and misconceptions will be a great help for gathering more funds. People with positive and supportive attitudes toward people with disabilities may donate more for people with disabilities.

4) Political-legal environment

The website (2004) of organization B provided information on its political-legal environment. The managing director from 1920 to 1962 had played a significant role in establishing and enlarging organization B nationally. He obtained a Bachelor of Science Degree as an electrical engineer in 1914, but he lost the sight in both his eyes. As a blind person he went through many difficulties. In 1918, he founded organization B with six partners, and since that time, he and organization B became politically successful. He had an excellent relationship with politicians, academics, and many other professionals.

Internationally, he was also an excellent leader for the blind world. For example, in 1951, the World Council for the Welfare of the Blind was established, with him as its first president. In 1952, he became the first Canadian to win the Shotwell Memorial Award, the highest award presented by the American Association of Workers for the Blind. From this viewpoint, the role of a single person positively impacted the organization significantly. To obtain government funding, someone saw the need to negotiate with government to develop strong projects.

Examples of responding to political-legal environments are as follows. In 1930, the Blind Voters Act was passed to allow sighted people to help blind voters by marking their election ballots. In 1937, the Old Age Security pension was changed to allow blind qualified Canadians to receive their pension at the age of 40. In 1950, the legislation was passed making eye drops for newborn babies available as a result of efforts of this organization. Recently, in 1997, as a result of lobbying the federal government for ten years, organization B succeeded in allowing its Library for the Blind to be exempt from Canadian copyright laws; thus, making it allowable to turn books into Braille, audio, or e-text.

According to the Canadian Centre for Philanthropy (2003), there were some difficulties faced by voluntary organizations. First, delays in receiving funds produced financial difficulties after they started the projects. Second, difficulties in getting fund advances led to voluntary organizations financial management problems because expenses had to be paid before funds were received.

Third, inconsistent reporting and compliance requirements among government departments and agencies created difficulties for voluntary organizations in providing

services which were funded by more than one government department or agency. Fourth, audit costs were a big burden for organizations receiving federal government funding because they had to pay for an audit. Fifth, un unstable government regulatory framework was also a problem because organizations had to follow the changing rules and regulations of the Canada Customs and Revenue Agency. Last, lack of coordination among government programs and funding priorities were also problems because organizations had to spend unnecessary time to research and comply with the different funding regulations and priorities. These factors affected the sample organizations as well as organization B negatively.

5) Technological environment

As stated previously, Canada has undergone a technical revolution over the last few decades. Even though the cultural conditions of societal discrimination limit the impact of technology on lives of people with disabilities, organization B has tried to use a variety of its own technologies to help people with blindness or visual impairments.

According to the website (2004) of organization B, examples of the response to technological advancements are as follows. In 1935, organization B introduced the first talking books. In the late 1950's and early 1960's, developments in automation and technology enabled the federal government to focus on the training and retraining of people for the work force. In 1971, organization B introduced a closed circuit television unit (CCTV). It is a device enabling people who are visually impaired to read standard-sized print through enlargements. In 1976, the Library of this

organization developed computerized Braille and used the Duxbury translation program.

According to the website (2004) of organization B, currently, the Manitoba Division uses adaptive and technical aids to help with daily personal and occupational duties. Organization B supports clients by providing information and guidance about the availability, selection, use, and purchase of technical aids and services. Examples of adaptive and technical aids include magnifiers, talking calculators, watches, white canes, writing papers, and other daily living aids. The Manitoba Division focuses on an early intervention program. The central areas of the early intervention program include the assessment and development of residual vision, concepts essential to independent travel and spatial orientation and information, and support to families.

The improvement of transportation enabled organization B to conduct door to door canvassing for funds. Furthermore it enabled organization B to coordinate a variety of special events which utilized convenient transportation. Also, computer technology was also helpful for recording, editing, and classifying fundraising data. The obvious strength of using computer technology was that fundraisers were able to save valuable time when they conducted fundraising activities. Through development in automation and technology, organization B also was able to easily gather useful information about funders such as governments', foundations', and corporations' grants, and contact them effectively.

In addition, the technologies that organization B introduced and developed earlier, also created demands for fundraising. For instance, introducing talking books, closed circuit television (CCTV), and the computerized Duxbury translation program

required additional funds, in order to help more people with blindness or visual impairment to use these technologies.

4.214 Fundraising Activities

Table 4.9. Fundraising Activities; Organization B

Number	The kinds of fundraising activities
1	Door to door canvassing (requests made to people at their home)
2	Workplace campaign (e.g. United Way style campaigns)
3	Special events primarily for fundraising (special events that are for fundraising rather than their regular fundraising activities)
4	Planned giving/Bequests programs/Estate planning (requests for donations via wills and insurance plans)
5	Capital/Endowment campaigns (requests for major individual and institutional donations for occasional multi-years gifts, special capital projects or endowments)
6	Corporate fundraising (soliciting funds or gifts in kind from businesses or corporations)
7	Government fundraising (soliciting grants from the government
8	Foundation fundraising (soliciting grants from foundations)
9	Unsolicited donations (donations that are received without being specifically requested)

The previously listed fundraising activities are not listed in order of size of contributions. In particular, the answers from the questionnaire illustrated that organization B does not conduct direct mail campaigns for donations or telephone campaigns for donations. This researcher mentioned earlier that direct mail and telephone campaigns are popular in larger organizations that have fundraising departments consisting of many fundraisers and volunteers who can help with fundraising activities. However, organization B does not conduct these two methods of raising funds even though this researcher thinks it is a large organization in terms of budget, staff, volunteers, and fundraising events. The answers from the

questionnaire illustrated that those methods require a lot of money and energy, and thus, are not yet considered.

Door to door canvassing had two staff and ten to fifteen volunteers. Three to four staff were involved in workplace campaigns, government fundraising, and foundation fundraising, while only one to two staff members were involved in planned giving, capital/endowment campaigns and corporate fundraising without the help of volunteers. Regarding special events, many volunteers were involved with three to four staff. For sports events, six to ten volunteers participated in each event. Charitable gaming for car raffles had 650 to 700 volunteers. Auctions were held once a year with 65 volunteers helping in the evening. Last, only one staff member administered unsolicited donations without volunteers.

In order to develop effective fundraising tactics, Organization B, first focuses on one or two fundraisers that will be mainly responsible for fundraising. Organization B brainstormed new ideas within the Fundraising Committee which belonged to Fund Development in terms of organizational position. The fundraising committee consulted with a professional fundraiser in the organization, someone who had experience in the organization. With regard to public relations methods, whenever it had fundraising events, organization B used community broadcasts such as television and radio. This was not free advertising.

Of significant importance was the fact that organization B had a fundraising department that included four full-time fundraisers. These four fundraisers worked exclusively in the area of fundraising, and thus, organization B did not have any staff who had fundraising duties in addition to their other duties. The specific skills and

educational/professional background of fundraisers were as follows. The first

fundraiser was Director of Finance and had a university degree in business and

training in planned giving. The second fundraiser was a manager who had a university

degree, and trained on the job. This fundraiser was educated in the area of special

events. As a director of finance, the fundraiser reported on fundraising activities.

Organization B did not provide information about the two other fundraisers.

4.215 Its methods of evaluating its fundraising activities

Table 4.10. The Methods of Evaluating Fundraising Activities

Source of data	How does organization B evaluate fundraising efforts?
Questionnaires	① By examining the total costs of fundraising activities ② By using the organization's previous fundraising experiences as a guide, and ③ By using the checklist to evaluate fundraising activities.
Documents	① Checking if funding is being used for an organization's goal ② Evaluating volunteer involvement
Interviews	① Checking if awareness of the organization has increased ② Checking if strengthening partnership is existed ③ Checking if creative methods were conducted.

With regard to the questionnaire, organization B responded that it evaluated its

fundraising efforts by examining the total costs of fundraising activities. This means

that if one fundraising tactic spent $200 resulting in gathering $1,000, organization B

simply examined the total costs of the fundraising tactic which was $200. This

method was very simple and useful in comparing more than two fundraising events if

they yielded the same amount.

However, it was not useful for comparing two events if they yielded different amounts. For instance, if another fundraising tactic spent $4,000 resulting in gathering $10,000, can we conclude that the former one is a much better tactic than the latter one just because the first one spent less than the latter one? With this in mind, organization B needed to examine the net revenues (after expenses are deducted) that are returned from fundraising activities.

Organization B also answered that it evaluated its fundraising efforts by using previous fundraising experiences as a guide. One example, in my perspective, was that if an auction spent $10,000 to gather $30,000 in the previous year and spent $20,000 to gather $40,000 this year, which year is more successful? In terms of efficiency, the previous year is more successful, but this year is more successful in terms of absolute amounts. Another point is that organization B also needs to evaluate other non-monetary benefits such as increasing public awareness, recruiting new volunteers, and strengthening partnerships.

In response to the questionnaire, organization B stated that it also uses a checklist to evaluate fundraising activities. Evaluating overall fundraising activities is the primary step to improve fundraising effectiveness. Although not everything can be reduced to a simple numerical measurement that meets all needs, the checklist to evaluate fundraising activities in the questionnaires can provide organizations with a quick observation as to where they can identify their strengths and weaknesses. There are many factors to be considered to evaluate fundraising activities. The examples of categories include "fundraisers", "volunteers (non-board members)", "board of directors", "public relations" and "fundraising planning". Based on each category, a

number of checkpoints may be developed. For example, in the category "volunteers (non-board members)" checkpoints may include areas such as "the availability of volunteers to help raise funds", "the extent to which volunteers are encouraged to raise funds through orientation and training" and "the extent to which volunteers play an important role".

Through the documents this researcher examined, he also knew that according to the annual report, organization B evaluated its fundraising efforts by checking if funding was being used for its goals. If funds raised were not used for an organization's goals appropriately, the effectiveness of fundraising would decrease significantly, as the image of the organization would be seriously damaged. Organization B examines whether or not the funds raised are being used for its goals appropriately by carefully checking the records of expenditures of auditor's reports.

Second, organization B evaluated volunteer involvement. If volunteers were not involved, the effectiveness of fundraising would be decreased because they have valuable talents to help with fundraising activities in many areas, such as, serving as board members, assisting in administrative work and recruiting more supporters. After fundraising activities, organization B examined how many volunteers were involved with the fundraising activities. In particular, respected, prominent, and hard-working board members are very essential factors in successful fundraising because they have the ability to raise the funds for the sustainability of the organization.

Through an interview, organization B stated that it evaluates its fundraising activities by researching whether awareness of the organization has increased. Through calculating the number of volunteers and participants in specific fundraising

tactics, it simply measures the degree of increased awareness of the organization. In particular, organization B uses media such as community broadcasts or local newspapers to communicate information and increase awareness about specific fundraising activities such as an auction.

Checking to see if strong teamwork exists is also another method to evaluate fundraising effectiveness. This researcher has already highlighted the importance of teamwork. Based on strengthening partnerships, the effectiveness of fundraising will increase. Stakeholders such as staff, leaders, volunteers or fundraisers examine their partnership or teamwork when they have follow-up meetings after fundraising activities. They may identify strengths and weaknesses of their partnerships through brainstorming, and thus, find ways to strengthen their teamwork or partnership in the future.

Through an interview, this researcher realized that organization B evaluates its fundraising effectiveness by checking if creative fundraising methods were conducted. To ensure stable effectiveness over a long-term period, creative methods should be developed and put into practice. This will contribute to increasing image and awareness of the organization because creative fundraising methods can attract more people and funds. In order to develop creative fundraising ideas that are effective to organization B, first of all, one or two fundraisers were primarily responsible for fundraising, brainstorming new ideas in their fundraising committee, and consulting with a professional fundraiser, or someone who has experience in this organization.

4.22 Inferences Related to Fundraising and Its Evaluation

4.221 Organizational definitions of the effectiveness of fundraising

Table 4.11. Organizational Definitions of the Effectiveness of Fundraising

Source of data	How does organization B define effectiveness of fundraising?
Questionnaires	Same as with organization A
Documents	① If funds raised are used for clients appropriately ② Crucial volunteer involvement
Interviews	① Improving awareness of the organization ② Experience and know-how of fundraisers ③ Strengthening partnerships ④ Conducting creative methods consistently

Referring to answers in the questionnaire, organization B also defined the

effectiveness of fundraising in a manner, which matched this study's operational

definitions that were previously discussed. Therefore, this researcher moved on to

definitions of fundraising effectiveness researched through documents such as annual

reports, newsletters, and information from the website of organization B. Using funds

appropriately is a very important issue. All fundraisers have set a clear purpose as to

how funds should be raised. Organization B examines whether or not funds raised

were, and are, being used for their original purposes by checking the records of

expenditures on the auditor's report.

According to information found in documents, crucial volunteer involvement

was also regarded as one of the factors comprising fundraising effectiveness.

Volunteers are the driving force of organizations as they can help an organization's

activities in many areas such as, administrative work, serving as board members,

helping clients directly, and helping conduct fundraising activities. In particular, in

fundraising activities, volunteers are also very beneficial since they can ask for funds from neighbours more effectively than any other people (Greenfield, 1999). Volunteers who are uncomfortable with asking for funds directly can prepare materials, organize meetings, or even stuff envelopes. Furthermore, volunteers might give useful information about potential donors who might donate in the future (Greebfield, 1999; Stolper & Hopkins, 1989; Howe, 1991). For these reasons, organization B identified volunteer involvement as one of the aspects defining fundraising effectiveness.

Through interviews, the respondent identified four factors for defining fundraising effectiveness. First, organization B defined fundraising activities as effective if they improve public awareness of the organization. As stated previously, from the questionnaires, fundraising activities are regarded as effective if they improve awareness of the organization since improved awareness will help the organization attract more donors in the future.

Second, the interviewee emphasized the importance of experienced and knowledgeable fundraisers. Organization B has four full-time fundraisers in its Fundraising Department. Fundraisers are able to develop short and long-term plans for effective fundraising through establishing each tactic and its goals based on experience and know-how. According to Young and Wyman (1996), fundraisers have the ability to train and motivate people in all areas of fundraising as well as contributing a variety of creative ideas based on experience and know-how.

Third, strengthening partnerships was identified as one of the important factors when defining fundraising effectiveness. Generally, partnerships based on

corporate work or teamwork, are required in all kinds of organizations to perform duties better. Only one person may play a significant role in raising more funds with government and corporations, but partnerships to help someone perform his/her role more effectively, are still strongly required. Furthermore, partnerships contribute to overcoming some of the barriers to effective fundraising.

Last, the interviewee regarded fundraising activities as effective if they were conducted creatively and consistently. The rationale is that there are many similar organizations with similar goals for people with disabilities seeking the same money. To compete with these organizations, fundraising methods should be developed creatively on a consistent basis. Usually, creative methods might attract more people and volunteers to the fundraising events, resulting in gathering more funds, or improving awareness. Examples of creative fundraising events are; an auction called "Eye on the Art", a Manitoba lottery calendar, a golf tournament, and a dinner party as indicated previously.

4.222 Organizational views on what is effective and why

Organization B also followed this study's definitions of fundraising effectiveness. The two most effective ways of fundraising were government fundraising and special events. In particular, government fundraising provided the largest portion of revenue for this organization. According to documents, government fundraising provided 48.5% of the 2002/2003 revenues totaling $2,742,000. Support from the public occupied 41.6%, which is the second largest portion of revenue for this organization. Support from the public includes funds raised through special

events, individual donors, corporations, and foundations. For special events, through

dinner parties, about 400 people participated, and funds gathered were about $30,000

per year. Also, through golf tournaments, which are held six times a year, about 150

people participated, and funds gathered were about $25,000 to $30,000 per year. On

the other hand, the two least effective ways of fundraising are door to door canvassing

and unsolicited donations because they failed to raise sufficient funds or increase

awareness of organization B.

Table 4.12. Organizational Views on What is Effective and Why

Source of data	What are seen as effective fundraising methods and why?
Questionnaires	* Government fundraising was the most effective because these sources provided a large portion of revenue for organization B. * Among special events, dinner parties and golf tournaments proved to be most effective because they succeeded in increasing awareness of organization B and in raising approximately $30,000 in funds through a dinner party which targets businessmen. * The two least effective ways of fundraising are door to door canvassing and unsolicited donations because they failed to raise a lot of funds or increase awareness of organization B.
Documents	* Government fundraising provided 48.5 % of 2002/2003 revenue totaling $2,742,000. * The public provided 41.6%, which was the second largest portion of revenue for organization B. * Effective special events include dinner parties and golf tournaments as they were successful in gathering funds and in increasing non-monetary benefits * Creative methods include a lottery calendar and auction called "Eye on the Arts" in addition to special events.
Interviews	* About $55,000 to $60,000 was secured from a dinner party and golf tournaments. * The interviewee simply identified one barrier, which was that there are many organizations competing for the same money and using similar fundraising methods.

Note: Revenues are estimates based upon information from staff.

Organization B has two remarkably creative fundraising methods which are a lottery calendar and an auction called "Eye on the Arts". Lottery calendars are a great way to support organization B because they offer chances to win many cash prizes. For instance, more than $30,000 is to be awarded in the 2004 year, and cash values range from $50 to $5,000, with 310 daily opportunities to win. This fundraising method may be considered unique and creative in this organization, as lottery calendars are able to attract more people by providing fun as well as a daily reminder of the organization, in the form of a calendar.

The auction called "Eye on the Arts" was also very effective, in that funds raised, were used for almost 5,000 blind and visually impaired Manitobans who were looking for assistance from organization B. Organization B already defined fundraising methods as effective if funds raised were used appropriately. This auction is held once a year during February and is sponsored by TD Private Client Group. Many famous artists endow their works to this auction. The tickets sell for $25, which includes dinner. After dinner, the auction is started. Throughout the auction, about five hundred people participated and funds gathered were about $30,000 to $40,000 a year.

The interviewee also mentioned that about $55,000 to $60,000 was secured from a dinner party and golf tournaments. Furthermore, the interviewee identified only one barrier to fundraising, which is that there are many organizations competing for the same money and using similar fundraising methods. In order to overcome this barrier, the interviewee insists that organization B has to "work hard and keep their

good reputation in the community and must also develop creative fundraising methods such as auctions, sports events, and lottery calendars".

This researcher also found information on how each fundraising tactic was implemented, and its effectiveness at each level in terms of eight criteria identified by organization B's definition of effective fundraising.

For door to door canvassing which requests donations from homes, letters first went to convenors such as, the Lions Clubs, in various Manitoba communities. The convenors arranged for the volunteers and organization B supplied receipt books and identification badges. This was particularly effective in small communities, strengthening partnerships in rural Manitoba.

In the case of workplace campaigns (e. g. United Way style campaigns), letters were sent to staff regarding the United Way campaign, and then staff were asked to complete a form stating if they wished to participate in giving. Volunteer involvement was crucial and effective because they built team work with staff.

For a more specific focus, this researcher examined the special events of organization B in detail. Organization B performed activities such as exhibitions, dinner parties, sports events and charitable gaming. In particular, as this researcher already stated, dinner parties and golf tournaments proved to be the most effective. Organization B gathered approximately $30,000 gross in funds through a dinner party which invited businessmen; whereas, organization A did not gather funds but only created awareness through dinner parties which also invited businessmen.

With regard to planned giving/bequest programs, regular donors were given information regarding this fundraising method, and they were visited by a staff

member to discuss their possible donations in the future. This tactic was somewhat effective in that the amount of funds tended to be large if they were secured, but getting planned giving required more creative ideas to continue to explore new donors.

Capital/endowment campaigns were done in person by management staff, members, and friends of organization B. In general, people who were well known to the community were interested in capital/endowment campaigns and were influential in the community. Capital/endowment campaigns also brought partnerships into the organization, and this created a wider audience for organization B.

For corporate fundraising, letters were sent out first and then follow-up telephone calls were conducted. This method also developed partnerships with corporations that donated to organization B. With regard to government fundraising, usually requests were made to the client service provider who could examine client needs. This method was very effective in that funds gathered were more than those targeted.

In the case of foundation fundraising, letters and request forms were completed by management staff, and follow-up activities were also done by management staff. Foundation fundraising was only effective if organization B met the criteria of the foundation, and it encouraged organization B to be creative in thinking about new programs for clients.

Unsolicited donations were secured, usually without being specifically requested, but this organization had donation forms in its front reception area. Organization B sent "in-memoriam" envelops to churches and funeral homes. This

was somewhat effective, but this organization had difficulties in seeking out people who would give.

Table 4.13 shows the targeted amount, the amount of revenue raised, and the cost of raising those revenues. As can be seen, in the six categories, organization B did not totally respond to the question about the cost of raising these revenues because it was complicated to know the exact cost. Thus, organization B did not want to provide this information. This is why this researcher did not calculate the percentage of the cost of raising revenues compared to the amount of revenue. Among these cases in which the cost of raising those revenues is unknown, dinner parties, government fundraising, and foundation fundraising reached, or exceed the targeted amount. But, capital/endowment campaigns, corporate fundraising, and unsolicited donations could not reach the targeted amounts.

In terms of the amount of revenues raised, government fundraising provided the biggest portion, $1,332,000, and planned giving/bequests programs followed second, resulting in gathering $471,000 with a cost of $20,000. Workplace campaigns also gathered $449,000, with spending of only $200. Door to door canvassing reached the targeted amount, $25,000 with a cost of only $1,000. In cases of special events, sports events also reached the targeted amount of $30,000, with a cost of only $2,000. Charitable gaming for the car raffle secured $165,000, which exceeded the targeted amount, with a cost of $60,000. The auction raised $30,000, which exceeded the targeted amount, with a cost of $3,000.

Table 4.13. Targeted Amount, the Amount of Revenue Raised, and the Cost of

Raising Those Revenues

	The kinds of fundraising activities	The targeted amount	The amount of revenue	The cost of raising those revenues
1	Door to door canvassing (requests made to people at their home)...........	$25,000	$25,000	$1,000
2	Workplace campaign (e. g. United Way style campaigns)....................	$8,000	$449,000	$200
3	Special events primarily for fundraising (special events that are for fundraising rather than their regular fundraising activities) dinner parties............................. sports events............................. charitable gaming........................ auction	$27,000 $30,000 $100,000 $27,000	$30,000 $30,000 $165,000 $30,000	N/A $2,000 $60,000 $3,000
4	Planned giving/Bequests programs/Estate planning (requests for donations via wills and insurance plans)......................................	$300,000	$471,000	$20,000
5	Capital/Endowment campaigns (requests for major individual and institutional donations for occasional multi-years gifts, special capital projects or endowments)	$50,000	$30,000	N/A
6	Corporate fundraising (soliciting funds or gifts in kind from businesses or corporations).............................	$10,000	$8,000	N/A
7	Government fundraising (soliciting grants from government and governmental agencies)	$750,000	$1,332,000	N/A
8	Foundation fundraising (soliciting grants from foundation)	$40,000- $50,000	$40,000- $50,000	N/A
9	Unsolicited donations (donations that are received without being specifically requested) Donations and memberships............	$50,000	$40,000	N/A

Note: Revenues are estimates based upon information from staff.

Sensitizing concepts mentioned in the methods chapter were useful in explaining the organization's level of fundraising effectiveness. As previously stated, this Manitoba Division had a long history of being in existence. The longer tenure of organization B enabled it to have a lot of experience and know-how to produce more funds. Second, the size of an organization also affected the level of fundraising effectiveness. Besides having a long history in its existence, organization B also had 39 staff and a large budget of over $2.7 million. This enabled organization B to hire more staff and fundraisers resulting in raising more funds. Last, the popularity of the cause was useful in explaining sensitizing concepts. The cause of organization B was to help people with blindness or visual impairment. Recently, as stated earlier, as more of the population ages, more clients were presented. The popular cause of organization B required more funds to serve that clientele.

4.3 Analysis of Organization C

4.31 Description of Organization C

4.311 The organization's mission and history

Organization C is a voluntary organization which provides a variety of programs and services to help individuals attain their goals of independent living based on community information and resources. Organization C helps people with disabilities find out about solutions. For instance, they have the right to make their own decisions about where they want to live, have control over the support they receive, and follow their own plans.

According to the website (2004) of organization C, it aims to "promote and evaluate the progressive process of citizens with disabilities to take responsibility for the development and management of persons and community resources". Furthermore, in order to meet this mission, people with disabilities must control organization C based on the following principles.

- People with disabilities through their experience in being disabled are aware of the needs of people with disabilities.
- Support services should be based on consumer controlled policies.
- The goal of independent living is to provide the skills needed by individuals to cope with disabilities in the environment.
- The goal of services is full integration into the community

According to the website (2004) of organization C, in 1972, four people with disabilities in Berkley, California recognized that support services for them were stopped as soon as they graduated from university. Instead of returning to their parental homes, each of them rented an apartment and hired an attendant. They also accessed other services such as peer counseling, wheelchair repair and advocacy and legal services. Since that time, more than two hundred similar organizations have been initiated in the United States.

According to the website (2004) of organization C, in Canada, in 1981, the independent living movement started to develop significantly, as the result of three events, the United Nations Declaration of the International Year of Disabled Persons, the release of the Canadian Government's Obstacles Report, and the personal commitment of Dr. Henry Enns to the independent living philosophy. These events strongly affected government officials, organizations and academics at the national level in their views of disability issues.

According to the website (2004) of organization C, in December 1982, the first independent living resource center in Canada was established in Kitchner, Ontario, with the services of attendant care, housing referral, public education, peer counseling/support, accessibility consultation, and training in self-advocacy. The organization in Winnipeg, which was the second in Western Canada, started in February 1984.

According to the website (2004) of organization C, the philosophy of the independent living movement to integrate people with disabilities into society was originated from the technological advances and medical advancements since World War II. Also, sports organizations for people with disabilities, parental organizations, and the consumer movement in the 1960s supported the ideology that everyone should be eligible to live as independently as possible with control of all aspects of his/her life.

4.312 Internal Environment

According to the website (2004) of organization C, it is a nationally-affiliated organization. Almost all provinces across Canada have these kinds of centres. Organization C in Winnipeg is one of these provincial branches. This study focused on the centre in Winnipeg and gathered information on fundraising activities of this Winnipeg branch only. There are a total of twenty-five staff in organization C, including seven staff in administrative work, and eighteen staff in programs and services areas. This centre is governed by a board composed of twelve board members. There are also seven committees. Under the direction of a managing director, two

senior program coordinators manage four core programs, including Information and

Referral, Peer Support/Independent Living Skills, Self-Advocacy, and Research and

Development.

Based on the website (2004) of organization C, this researcher identified the

following information about the organization's programs. There have been

changes to the program structure as the agency adapts to client need.

① Information and Referral

The main objective of this program is to provide clients with information,

including that related to housing, home care financial support, and any other topics

with regard to consumers and independent living. This program responds to these

requests through email, visiting, telephone calls and letters. It is closely linked with

the peer support/independent living skills program because Information and Referral

provides useful information for clients. Information and Referral publishes a quarterly

newsletter, which is distributed to all organization members and consumers, and to

approximately 200 international disability-related organizations. These newsletters are

used by the Centre to inform the public about its programs and services. In particular,

Information and Referral implemented a library database which enabled the Center to

provide accurate information which consumers require. Information and Referral

responded to 4,100 information requests in 2002.

② Self-advocacy

The ultimate goal of self-advocacy is to help consumers who are facing daily

challenges to develop their personal skills by providing support and encouragement.

This self-advocacy program operates a variety of workshops to educate consumers in

such areas as Canada Pension Plan disability eligibility and entitlements, human rights, income and social security programs, and housing. Peer advocacy is also very helpful to consumers because consumers who have successfully faced challenges can help other consumers, sharing their experiences. Experienced consumers will be able to empower new consumers to advocate on their own behalf.

③ Peer Support/Independent Living skills

Peer support implies sharing knowledge, experiences, failures and success, which empowers and promotes independent living. Peer support helps consumers with opportunities to strengthen skills and find available resources. Independent living skills workshops are designated to provide consumers with opportunities to learn skills that are empowering. Another strength of these workshops is that participants have opportunities to share their own diverse interests and experiences based on supportive relationships.

④ Research and Development

Research and Development aims to help people with disabilities to achieve independence, integration and full community living by researching a wide variety of disability issues related to independent living and developing available resources such as funds, information, and useful services. Examples of programs developed by Research and Development include brokerage, leisure education, self/family managed care, the kite festival, volunteer training, and the justice program.

4.313 External Environment

General environments of organization C are common to those of organizations A and B, since these organizations are located in the same city, Winnipeg. For this reason, this researcher analyzed the interaction between organization C and its external environments.

1) Economic environment

According to the website (2004) of organization C, this organization has developed primary strategies to respond to the external economic environment. First, organization C helped people with disabilities live independently. For example, organization C provided information related to housing, home care and financial support through Information and Referral programs. Organization C helped its clients through email, visiting, telephone call, and letters. The Self-Advocacy Program of organization C also operated workshops to educate consumers on income security programs. In particular, the Navigating the Waters program aimed to help people with disabilities find employment, volunteer work, or self-employment based on the independent living philosophy.

Second, organization C was conducting a variety of fundraising activities to respond to the economic environment, which has many similar organizations competing for the same charitable funds. These included workplace campaigns (e.g. United Way style campaign), special events, government fundraising and foundation fundraising. To conduct workplace campaigns, which are a United Way style of campaign, organization B selected a committee of staff, and this committee recruited

volunteers. In the case of special events, such as the kite festival, sports events, and charitable gaming, more than 200 volunteers and some staff members participated. With regard to government and foundation fundraising, the management team responded to the board and consumer demands, and wrote proposals to receive funds.

2) Social environment

According to the website (2004) of organization C, this organization has a variety of strategies to help clients respond to the many physical and attitudinal barriers in the social environment. For example, the Information and Referral Program was useful to help clients overcome social barriers because it provided a variety of information with regard to disability issues. The Peer Support/Independent Living Skills Program also provided support and knowledge to clients because peers that were able to share personal experiences and independent living skills were directly helpful for improving social skills.

In particular, the Self-Advocacy Program was also useful in overcoming social barriers, as it provided direction, support, and encouragement to clients. Organization C agreed with the viewpoint that the movement to integrate people with disabilities originated from technological advances and cultural changes after World War II. Their philosophy supported the idea that individuals with disabilities were entitled to live as independently as possible and be integrated into society. Organization C also agrees with the viewpoint that more clients could be integrated fully into society when attitudinal barriers and misconceptions are removed through human rights campaigns. Defeating attitudinal barriers and misconceptions will allow fundraising to be more

effective because people with positive and supportive attitudes toward people with disabilities may donate more for people with disabilities.

3) Cultural environment

As illustrated above, culturally, there have been many misconceptions about the potential of people with disabilities. According to the website (2004) of organization C, to help individuals with disabilities overcome this negative cultural environment, this organization researched new models of essential self-directed services that people with disabilities required in order to achieve independence, integration, and full community living. The Disability Awareness Program has information training sessions which are provided to the general public, corporations, agencies, and business to defeat cultural misconceptions towards people with disabilities.

According to the website (2004) of organization C, the four programs: Information and Referral, Peer Support/Independent Living skills, Self-advocacy, and Research and Development also contributed to the defeat of cultural misconceptions because they provided a variety of useful information and skills. More than anything else, the philosophy of the independent living movement to integrate people with disabilities into society played a significant role in defeating cultural stereotypes. This philosophy has been the driving force to help individuals with disabilities have equal rights and choices about where they live, and how to do things. It is this researcher's rationale that if organization C is more successful at defeating cultural misconceptions, more people will be willing to donate so that people with disabilities can live

independently. Defeating misconceptions will therefore be a great help for effective fundraising.

4) Political-legal environment

According to the website (2004) of organization C, based on the philosophy of the independent living movement, organization C energetically negotiated with government. Organization C tried to have government establish advanced policies to help people with disabilities live independently. Examples of desirable policy decisions include support of group homes, accessible housing, and financial supports. In order to respond to the political-legal environment, organization C also established the Research and Development Program, which aimed to research and develop a variety of disability policies, as well as, general disability issues.

According to the website (2004) of organization C, in particular, its Justice Program was one which had volunteer lawyers provide information and counseling on legal issues for people with disabilities. This program was provided through the Western Canada Society to Access Justice. Another example of responding to the political-legal environment is the Canada Pension Plan manual which is a user friendly manual developed to help individuals with disabilities fill out the Canada Pension Plan disability application form. This researcher has already explained how fundraising activities of the three organizations could be affected by legislation and connection to the political-legal environment in relation to fundraising.

5) Technological environment

The positive integration of people with disabilities in the decision-making process will increase their satisfaction and voluntary support, and thus, can produce greater success in community integration. According to the website (2004) of organization C, today, it has been proven that services based upon an independent living model are more effective than the traditional medical rehabilitation model. Even though this independent living model emphasizes empowerment, many organizations, tend still to hesitate about adopting this principle, and they continue to provide services based upon the medical/rehabilitation model. As part of the independent living model, direct funding enables individuals to hire and direct their own lives and meet their own needs as they see fit.

Canada has undergone a technological revolution over the last few decades. In particular, computer technology is being used in hospitals, workplaces and schools. Computer technology will be very useful to analyze donors' sex, age and religion. This researcher assumes that fundraisers have to target specific donors based on the results of analysis. For instance, if young Christians are more likely to donate than any other groups, fundraisers have to target young Christians.

Furthermore, computer technology will be helpful for recording, editing, and classifying fundraising data. The distinct advantage of using a computer is that fundraisers may save time when performing fundraising duties. In this way, organization C was using computer technology for effective fundraising activities. There are many kinds of fundraising tactics such as government fundraising, foundation fundraising, corporate fundraising and special events. This researcher also

assumes that fundraisers who researched the kinds of grants which governments, foundations and corporations provide would be able to generate more funds than fundraisers who did not have proper research skills or abilities.

4.314 Fundraising Activities

Table 4.14. Fundraising Activities; Organization C

Number	The kinds of fundraising activities
1	Workplace campaign (e. g. United Way style campaign)
2	Special events primarily for fundraising (special events that are for fundraising rather than their regular fundraising activities)
3	Government fundraising (soliciting grants from government)
4	Foundation fundraising (soliciting grants from foundations)
5	Unsolicited donations (donations that are received without being specifically requested)

Organization C performed fundraising activities such as; workplace campaigns, special events, government fundraising, and foundation fundraising. In the workplace campaign, about six people, a combination of staff and volunteers, were involved. They performed these duties in addition to performing their regular duties related to programs. With regard to special events, such as the Kite Festival, sports events, and charitable gaming, more than 200 volunteers and some staff participated. Government fundraising involved three staff members and volunteers, and foundation fundraising involved two staff members. Unsolicited donations were managed by one staff member.

After researching the needs of residents, staff and volunteers brainstormed new ideas in their fundraising committee, and consulted with a professional fundraiser or someone with fundraising experience. With regard to methods of public relations,

organization C reported that community broadcasts, such as Television and radio, and advertisements in the daily newspaper are effective.

On the other hand, organization C had a fundraising committee, but did not have any full-time or part-time staff who worked exclusively in the area of fundraising. Furthermore, organization C had five to six staff who had fundraising duties in addition to their other duties, and spent about 10% of their time collectively in fundraising activities. Two staff members were primarily responsible for fundraising, as a managing director and an assistant managing director. Below, this researcher will discuss the relationship between the number of professional fundraisers and the amount of funds raised. The specific skills and educational professional background of staff were as follows: the management team consisted of a chartered accountant, a social worker, and someone with a bachelor degree in physical and health education. Staff had various skill levels, but none of them had specific fundraising or marketing training.

Organization C also identified some barriers to raising funds, and described some suggestions to overcome these barriers. The respondent insisted that the public should be informed about what they do. Also, organization C has to compete for the same money as so many other voluntary organizations. In order to overcome these barriers, organization C has to "continue its campaign to increase awareness by utilizing Television, radio, newspaper spots, word of mouth, and community forums, and seek alternative sources of funding from community partners and private agencies to meet consumer needs". In particular, organization C provided specific suggestions to improve the effectiveness of fundraising activities. They emphasized that "the

board should be better prepared for their job, with clear expectations in regard to their

level of involvement".

4.315 Its methods of evaluating its fundraising activities

Table 4.15. The Methods of Evaluating Fundraising Activities

Source of data	How does organization C evaluate fundraising efforts?
Questionnaires	① By examining the total cost of fundraising activities ② By using the organization's previous fundraising experience as a guide ③ By examining the cost of fundraising as a percentage of the total amount of funds raised ④ By examining the net revenues (after expenses are deducted) that are returned from fundraising activities ⑤ By recognizing public awareness.
Documents	① Checking if funding helped to reach an organization's goals ② Calculating the number of people who participated in fundraising events ③ Checking if securing funds from specific sources is ongoing ④ Checking that core fundraising is ongoing
Interviews	① Checking if awareness of the organization is increased ② Ensuring that partnership among staff and volunteers existed ③ Evaluating involvement of board members ④ Checking that creative means are developed and used

Through the questionnaire, organization C responded that it evaluated

fundraising efforts by examining the total costs of fundraising activities, and by using

the organization's previous fundraising experiences as a guide. These are commonly

used evaluation methods which were used by organization B. This researcher

explained those methods in detail above.

Furthermore, this organization also answered that it evaluated fundraising

activities by examining the costs of fundraising as a percentage of the total amount of

funds raised and by examining the net revenues (that are secured from fundraising activities after expenses are deducted). These methods were already being used in organization A.

Through documentation, this researcher also found that organization C evaluated its fundraising activities by checking if funding helped to reach the organization's goals. Funds raised needed to be used appropriately and effectively by managing expenditures. Even if a large amount of funds is raised, fundraising effectiveness will decrease significantly if funds are not used for an organization's goals or for the purpose communicated in the fundraising tactic. We have to keep in mind that, usually, donors tend to donate considering an organization's goals. Organization C also examined the records of expenditures in the auditor's report.

Second, organization C calculated the number of people who participated in fundraising events. This was similar to the evaluation method which recognized the increase in public awareness as identified from the questionnaires when people attended fundraising events.

Generally, if there is an increase in attendance, those methods can be regarded as more successful or effective. Organization C thinks that increased awareness of the organization will lead to the increase of future donations. Organization C always tried to encourage more people to attend fundraising events. Third, making sure contributions were ongoing was one way of evaluating fundraising methods. It is common sense that continued financial contribution is absolutely important.

Based on documentation, organization C evaluated whether core fundraising was on going. In organization C, supports from the Government of Manitoba have been treated as core because it provided the largest portion of funds, $356,365 of the total $819,625 in 2002/2003 revenues.

Information obtained through interviews found that organization C evaluated fundraising efforts by checking to see if awareness of the organization was increasing, ensuring that partnerships existed, and by checking if creative ideas were developed and used. These three kinds of evaluation methods were common to those of organization B. Organization C researched increases in public awareness by calculating the number of volunteers and participants involved in specific fundraising tactics.

Furthermore, partners such as staff and volunteers examined the partnerships among themselves during fundraising activities, and thus identified their strengths and weaknesses in order to strengthen their teamwork and partnerships. Moreover, organization C also checked whether creative methods were developed by examining the results of fundraising efforts. Data gathered would include the number of volunteers or participants or the amount of funds raised. Usually, creative methods can attract more of the public and gather more funds.

The interviewee also stated that organization C evaluated its fundraising efforts by checking the involvement of board members. Generally the role of board members was very important because they developed and implemented policies specifically for fundraising, affecting the success of fundraising activities. Organization C examined whether board members donated and whether they

encouraged other people to donate. The organization also developed and conducted

fundraising tactics by reviewing records and observing the activities.

4.32 Inferences Related to Fundraising and Its Evaluation

4.321 Organizational definitions of the effectiveness of fundraising

Table 4.16. Organizational Definitions of the Effectiveness of Fundraising.

Source of data	How does organization C define effectiveness of fundraising?
Questionnaires	Same as with organizations A and B
Documents	① If funding helps to reach an organization's goals ② If many people participated in fundraising events ③ If on going contributions were made ④ If core fundraising activities were supported
Interviews	① Improving awareness of the organization ② Partnership among staff and volunteers is required for effectiveness ③ Energetic involvement of board members ④ Developing and conducting creative tactics

In answering the questionnaires, all three organizations, including organization

C defined the effectiveness of fundraising by endorsing this study's operational

definitions as previously explained. In addition, organization C regarded fundraising

activities as effective if funds raised helped to reach the organization's goals. All

fundraising tactics had their own specific purpose and contributed to reaching the

goals of the organization. If funds are used appropriately to reach the goals of

organization C, fundraising effectiveness is increased because donors donate to an

organization in consideration of its goals and activities.

Second, organization C regarded fundraising activities as effective if many

people participated in them. Generally, more people participating would increase the

possibility that potential volunteers and donors would present themselves, and awareness of the organization would increase. Some people would donate immediately, and apply to become volunteers as well.

Third, the documentation of organization C also emphasized the importance of ongoing contributions. For example, even if individuals donated small amounts of money, the amount of funds would be larger if they consistently donated. Furthermore, larger sources of funds from government, foundations, and corporations should be secured on a constant basis to be effective. Last, this is why organization C considered fundraising as effective if core funds were secured.

Through interviews, organization C also defined fundraising activities as effective if awareness of the organization improved, if partnerships among staff and volunteers existed, and if creative methods were conducted and developed. These three definitions were presented regarding the other organizations. In addition, organization C regarded fundraising as effective if board members were energetically involved in fundraising planning and activities. Usually, board members included influential people, such as professors, lawyers, and businessmen who possess broad networks. Board members need to donate and gather more donors, establish good fundraising plans, and participate in fundraising activities.

4.322 Organizational views on what is effective and why

Organization C agreed with this study's definitions of fundraising effectiveness. Based on answers from the questionnaire, the two most effective fundraising methods were government fundraising, which solicited grants, and special

events, which were special fundraising events rather than regular fundraising activities. Government funding has been examined and cut back at all levels. In spite of this, government fundraising was the most effective because it provided the largest portion of revenue to organization C.

Table 4.17. Organizational Views on What is Effective and Why

Source of data	What are seen as effective fundraising methods and why?
Questionnaires	* Government fundraising was the most effective because these sources provided a large portion of revenue for organization C. * Among special events, the Winnipeg Kite festival proved to be most effective.
Documents	* Government fundraising provided 50.3 % of 2002/2003 revenue totaling $819,625. * Government of Manitoba granted $356,365 and Government of Canada granted $56,267 in 2002/2003 revenue. *Community foundation grants, donations, fees and sundry provided $406,993. * The Kite Festival was effective as about 10,000 people attended. * Significant funds were from the United Way of Winnipeg, the Province of Manitoba, Opportunities Funds and Human Resources Development Canada.
Interviews	* Among special events, the Winnipeg Kite festival proved to be most effective because it succeeded in increasing awareness of organization C and raised approximately about $10,000 to $15,000 a year with the help of about 200 volunteers. Ten thousand people joined in that event. * Voluntary organizations have to develop their own distinctive events to compete as there were many voluntary organizations looking for the same charitable money.

Note: Revenues are estimates based upon information from staff.

Organization C performs activities such as: a Kite Festival, dances, sports events, and charitable gaming. Among these, the two most effective ways of fundraising are the Kite Festival and sports events; and the least effective one is charitable gaming. In particular, as this researcher previously stated, organization C has its own distinctive event, namely, the Kite Festival, that is held once a year, and

generates about $10,000 to $15,000 a year with the help of about 200 volunteers, and 10,000 people gathering for this event.

According to documents, government fundraising provided 50.3% of the 2002/2003 revenues of $819,625. In detail, the Province of Manitoba granted $356,365, and the Government of Canada granted $56,267 of the 2002/2003 revenues. Community grants, donations, fees, and sundries provided $406,993 of the 2002/2003 revenues. In particular, the Kite Festival was effective, as about 10,000 people joined in this event. This special event was not only used to raise funds, but also to increase public awareness of organization C. Significant funds were from the United Way of Winnipeg, the Province of Manitoba, and Human Resources Development Canada.

The interviewee pointed out that nowadays there are many voluntary organizations looking for the same charitable money, and thus voluntary organizations have to develop their own distinctive events to compete. Up to this point, organization C has had success with the Kite Festival event. At this event, many volunteers and the public gathered because it had a big advantage, in that, friends, family members and relatives could enjoy the fun together. The Kite Festival is an interesting and colorful event

This researcher also found information about how each fundraising tactic was implemented and the level of effectiveness of each tactic in terms of the eight criteria identified through the organization's definition of the effectiveness of fundraising.

For workplace campaigns, a committee of staff members was selected and then, the committee recruited volunteers. Two to three events were planned during the United Way blackout, to generate excitement among staff about the events. It raised

more than the targeted amount and was helpful in fulfilling non-monetary benefits, such as improving the positive image of the organization and increasing public awareness. Events in the workplace campaigns were appealing and helped staff improve their partnerships.

With regard to government fundraising, the management team responded to board and consumer demands and wrote proposals to access funds. Government fundraising could not reach the goal amount set by the organizations, but the other seven indicators were attained in terms of the effectiveness of fundraising.

Foundation fundraising was accomplished as the management team wrote the proposals, and submitted them to targeted foundations. Foundation fundraising was effective as it contributed to improving the positive image of the organization, and improving donor relations. It continued to secure and improve partnerships among staff. With regards to the case of unsolicited donations, the membership committee conducted membership drives through brochures, newsletters, and annual reports.

This researcher also found information on the targeted amount, the amount of revenue raised, and the cost of raising those revenues for organization C (See table 4.18). It can be noted that the workplace campaign, Cabin Fever Social, and Foundation fundraising reached or exceeded the targeted amount. Among government agencies, the Winnipeg Regional Health Authority fulfilled the targeted amount of organization C. However, the other fundraising tactics could not meet the targeted amount of this organization.

In terms of efficiency, unsolicited donations were the most efficient as the percentage of the cost of raising revenues compared to the amount of revenue was

zero. Fundraising from Human Resource Development Canada and the workplace campaign was very efficient as their cost percentages were very low; 13.33% and 14.29% respectively. However, fundraising from special events such as the Rockability Social and Cabin Fever Social was not efficient as their cost percentages were high as 153.85% and 83.33% respectively.

Table 4.18. Targeted Amount, the Amount of Revenue Raised, and the Cost of Raising Those Revenues

	The kinds of fundraising activities	The targeted amount	The amount of revenue	The cost of raising those revenues
1	Workplace campaign (e. g. United Way style campaigns)...	$3,000	$3,500	$500
2	Special events primarily for fundraising (special events that are for fundraising rather than their regular fundraising activities) Rockability Social............................... Cabin Fever Social...............................	$1,000 $1,000	$650 $1,200	$1,000 $1,000
3	Government fundraising (soliciting grants from government and governmental agencies) Manitoba Health.................................... Winnipeg Regional Health Authority........... Human Resource Development Canada........	$100,000 $35,000 $80,000	$80,000 $35,000 $75,000	$2,000 $1,000 $1,000
4	Foundation fundraising (soliciting grants from foundation) Thomas Sill..	$60,000	$60,000	$1,200
5	Unsolicited donations (donations that are received without being specifically requested) Donations and memberships....................	$1,000	$700	$0

Note: Revenues are estimates based upon information from staff.

As previously stated, the Winnipeg Kite festival proved to be the most effective because it succeeded in increasing awareness of organization C and raised approximately about $10,000 to $15,000 a year with the help of about 200 volunteers,

and with 10,000 people joining into that event. However, the respondent did not provide the cost of raising those revenues and the targeted amount.

On the other hand, in terms of the absolute net amount of funds raised, organization C raised $78,000 which was the largest absolute net amount from Manitoba Health and raised $74,000 which was the second biggest absolute net amount, from Human Resource Development Canada. However, these two agencies could not meet the targeted amount of organization C. However even though the Winnipeg Regional Health Authority fulfilled the targeted amount, its absolute net amount, which was $35,000, was much lower than the absolute net amount of those two agencies. Furthermore, organization C raised the absolute net amount of funds of $58,800, which was the third largest absolute net amount from a foundation called Thomas Sill. Uniquely, organization C recorded a minus absolute net amount for the Rockability Social.

Organization C's age affected its fundraising. As it started about 20 years ago, organization C had a lot of experience and know-how about fundraising. However, organization C did not have fundraisers who were fully responsible for fundraising, even if the size of the organization was bigger compared to other organizations. Organization C had 25 staff and a budget of about $820,000.

Furthermore, even though there were many disability organizations competing for funds, organization C succeeded in gathering funds continually due to the popularity of its cause. In particular, the philosophy of the independent living movement became popular since the 1980s in Canada, as stated above. This allowed

organization C to continue to raise funds to help people with disabilities to live

independently.

4.4 Analysis on Second Major Part of the Questionnaires

The second part of the information received is of importance because it

reviews how these three organizations evaluated fundraising activities using a

standard checklist. The following tables provide the results of evaluating nine key

areas.

1) Fundraising Environments

	Very poor 1	Poor 2	Neutr -al 3	Good 4	Very good 5
1. External: Our organization's image in the community			A		B C
2. External: capacity to compete with other voluntary organizations performing similar services within your service area.			A		B C
3. Internal: teamwork among the board, executive director and volunteers.				A C	B
4. Internal: Systems to collect, store, retrieve and disseminate information.		A		C	B

With regard to fundraising environments, organization A got the lowest mark

(12 out of 20) and organization B got the highest mark (20 out of 20). Also,

organization C got a good mark of 18 out of 20. In particular, in the case of

organization A, its internal systems to collect, store, retrieve and disseminate

information are inadequately funded, although its internal teamwork among the board,

executive director and volunteers is good. Additionally, organization A's image in the

community is neither good nor bad. Its name is not recognized by the public very well. As a result, organization A does not hold the reputation or capacity to compete with other voluntary organizations. However, organizations B and C usually promote themselves through the media by means such as television or radio and daily newspapers, enhancing their image in the community and improving their capacity to compete with others. Also, organization B's internal teamwork among the board members, executive director and volunteers and the systems to collect, store, retrieve and disseminate information are very good, whereas organization C got lower, but good marks in both these areas.

2) Donor Research

	Very poor 1	Poor 2	Neutr -al 3	Good 4	Very good 5
5. Availability of reference materials including on-line capacity to conduct donor research	A		C	B	
6. Researching the needs and interests of donors		A C		B	
7. Ability to retrieve donor gift data			A B	C	
8. Frequency of analysis reports including statistical data.		A C	B		

In relation to donor research, organization A also got the lowest mark (9 out of 20) and organization B also got the highest mark (14 out of 20). Organization C also got a low mark (11 out of 20). Organization A's availability of reference materials and researching donors as well as frequency of analysis are all poor. Organization B has good availability of reference materials and donor research. However, its ability

to retrieve donor gift data and the frequency of analysis reports including statistical

data needs to be improved. On the other hand, organization C needs to improve in two

areas, such as researching the needs and interests of donors and the frequency of

analysis reports including statistical data.

3) Executive Director

	Very Poor 1	Poor 2	Netur -ral 3	Good 4	Very good 5
9. The Executive Director has extensive fundraising experience and excellent leadership				B C	
10. The Executive Director supports institution-wide priorities for fundraising			A	B C	
11. The Executive Director uses the expertise of fundraisers and staff members very well		A		C	B
12. Executive Director tries to find donors directly			B	A C	

With regard to the executive director, organization A got the lowest mark (12

out of 20), whereas the others got the same marks of 16 out of 20. The reason that

organization A received the lowest mark is that a new executive director who does not

have enough experience has been appointed temporarily. In particular, organization C

got all good marks in the above areas and the executive director of organization B has

good fundraising experience, excellent leadership skills, supports institution-wide

priorities for fundraising, and uses the expertise of fundraisers and staff members very

well, but he still needs to find donors more energetically.

4) Board of directors

	Very poor 1	Poor 2	Neutr -al 3	Good 4	Very good 5
13. All members of the board of directors are donors to your organizations (Not the size of amount given).	A	C		B	
14. All members of the board of directors have obvious understanding of the importance of fundraising activities.		C	A B		
15. All members of the board of directors support institution-wide priorities for fundraising	C	A		B	
16. All members of the board of directors find donors directly		A C	B		

In the board of directors section, both organizations A and organization C

obtained very low marks (8 and 7 out of 20 respectively), whereas organization B got

a higher mark (14 out of 20). Organization A implies that the board directors do not

have an obvious understanding of the importance of fundraising activities, and do not

support institution-wide priorities for fundraising. Many board members of

organization A are not donors to the organization and do not find donors directly.

Generally speaking, the board members of this organization need to improve their

efforts in all areas. Organization C also insists that better preparation be required for

the board for their job with clear expectations as to their level of investment. Even if

many board members of organization B donate to their organization and support

institution-wide priorities for fundraising, they need to have a more obvious

understanding of the importance of fundraising activities and find donors directly in a

more positive manner.

5) Fundraisers

	Very poor 1	Poor 2	Neutr-al 3	Good 4	Very good 5
17. Fundraisers have expertise and knowledge at designing and conducting fundraising activities				A C	B
18. Fundraisers are committed to the long-term fundraising plan and perform it very well.		A		C	B
19. Fundraisers' abilities and skills are fitted to our organization's needs		A			B C
20. Fundraisers perform fundraising activities very well		A		C	B

Organization A also has the lowest mark (10 out of 20), whereas organization B has the highest mark of 20 out of 20. Related to fundraisers, organization A has one full-time fundraiser and two staff members who spend 10% of their time on fundraising activities. Even if this full-time fundraiser has good expertise and knowledge in designing and conducting fundraising activities, she is not yet committed to the long-term plan, and furthermore, her fundraising ability and skills are also not yet suited to her organization's needs because she has only been hired recently. This is why organization A got a low mark. On the other hand, organization B has four full-time fundraisers who are all professionals and have long fundraising careers. This is why it got a perfect mark (20 out of 20). Even if organization C does not have a full-time fundraiser, it has six staff members who spend 10% of their time on fundraising activities. Their activities are good overall, but their special abilities and skills are very well suited to the organization's needs.

6) Volunteers (non-board
members)

	Very poor 1	Poor 2	Neutr-al 3	Good 4	Very good 5
21. Availability of volunteers to help raise funds		A			B C
22. The extent to which volunteers are encouraged to raise funds through orientation and training.		A		C	B
23. The extent to which volunteers play an important role.		A			B C
24. Volunteers find donors directly		A		B C	

With regard to volunteers (non-board members), organization A got the lowest

mark (8 out of 20), whereas the others got more than 18. Distinctly, organization A

does not have many volunteers since it does not provide direct services to clients. As

the respondent of organization A mentioned, its mandate is abstract. This means that

this mandate is outside of the public view. This is why organization A is limited in

having many volunteers and has difficulties in encouraging volunteers to play an

important role in raising funds. The other organizations provide direct service for

clients and thus can easily have access to more volunteers and encourage and train

volunteers to help in fundraising activities.

7) Fundraising Aids

	Very poor 1	Poor 2	Neutr-al 3	Good 4	Very good 5
25. How many books or articles that relate to fundraising do you review in a year? (Nothing=1, less than 3=2, 3 to 5=3, 5 to 10=4, more than 10=5)		A	C		B
26. Application of the knowledge and skills from literature to fundraising practices?		C	A		B
27. Availability of office space and equipment such as computer, fax etc.				A C	B
28. Availability of training materials to assist volunteers and fundraisers participating in fundraising activities		A		C	B

In particular, organization B got a perfect mark of 20 out of 20 and organization A and C had the marks of 11 and 13 respectively for fundraising aids. Organization B emphasizes the importance of fundraising and invests a lot of energy and resources. Thus they hire four full-time fundraisers and provide office space including equipment such as a computer or fax and training materials to assist volunteers and fundraisers completely. Especially, the fundraisers of organization B review more than ten books or articles a year, but organization A reviews less than three books or articles a year that relate to fundraising and their application of knowledge and skills from the literature was also not good. Organization A also does not have enough training materials to assist volunteers and fundraisers participating in fundraising activities. Even if organization C provided office space, including equipment such as a computer or fax and training materials to assist volunteers and fundraisers, its staff read only three to five books or articles a year, and the

application of the knowledge and skills from literature to fundraising practice was poor.

8) Public Relations

	Very poor 1	Poor 2	Neutr -al 3	Good 4	Very good 5
29. The access our organization has to the communications media		A		C	B
30. The procedures to release information to the local newspapers, periodicals, and electronic media			A	C	B
31. Name recognition organization has in the community		A C			B
32. Investment to develop better methods of public relations.		C	A	B	

Regarding public relations, organization B also got the highest mark (19 out of 20), whereas organization A got the lowest mark (10 out of 20). For public relations, organization B has very good access to the communications media such as newspapers, periodicals, and electronic media including very good procedures to release information to those media sources. Therefore, its name has been well recognized in the community. However, organization A was not good in those areas. On the other hand, even if organization C has good access to communications media and has procedures in place to release that information to the media, its name recognition and investment to develop better methods of public relations are poor.

9) Planning

	Very poor 1	Poor 2	Neutr -al 3	Good 4	Very good 5
33. Frequency of reviewing fundraising plan to determine its effectiveness			A C	B	
34. Involvement of key leadership in planning (Executive Director, fundraisers, selected board members and key volunteers)			C	A B	
35. The budget allocation to support the plan			A C	B	
36. Fundraising activities focus on a market approach rather than an approach based on our organization's needs		C	A	B	

In relation to planning, organization C got the lowest mark (11 out of 20), whereas organization B got the highest mark (16 out of 20). In particular, organization B focused on a market approach rather than its needs when planning fundraising activities, whereas organization C reverses this. Organization B also frequently reviews its fundraising plan to determine its effectiveness. Its leaders, such as the executive director and board members, are directly involved in planning and the budget is allocated effectively to support their plan. However, organization C needs to improve efforts in these areas. On the other hand, although organization A got the lowest mark (13 out of 20), its involvement of key leadership in planning, including the executive director, fundraisers, selected board members and key volunteers is good.

Among these three organizations, organization B got the highest total mark (158 out of 180) which is a very good mark and organization C got the second highest mark (123 out of 180) which is a good mark. Last, organization A got the lowest mark

(91 out of 180) which is an average mark. According to annual reports of these organizations, organization B raised the highest amount of funds, $2,742,000, and organization A raised the second highest amount of funds, over one million dollars. Organization C raised the smallest amount of funds, $819,625. The reason that organization A got more funds than organization C even if it got the lowest mark may be that organization A has a full-time fundraiser and thus she/he can invest her/his time and energy fully in raising funds. Another specific reason is that organization A usually gets large amount of funds from the government and universities. Organization C does not have any full-time fundraisers at all but has only two staff members who support fundraising activities spending 10% of their time in addition to their own duties.

Generally, organization B got the highest mark in all areas excluding "donor research" and "the board of directors" components. Thus, this organization needs to improve in those two areas. On the other hand, organization A got low marks in all areas. For this organization, especially the board of directors and volunteers should be prepared to positively engage in fundraising activities. Furthermore, organization C also identifies that the board of directors should be more involved with higher expectations.

4.5 Transferability

According to type, organizations have their own distinctive culture and style (Duronio & Loessin, 1991; Howe, 1991). Therefore, each type of organization needs to deal with its fundraising tactics in its own way to reflect its particular culture and

environment (Howe, 1991). Fundraising tactics of voluntary organizations could be similar, but they could be different. In particular, Ross and Associates (1991) point out that depending on the organization's values and missions, the tactics might be very different.

For instance, organizations helping people with disabilities aim to help people with disabilities who are facing disadvantaged environments, whereas an orchestra aims to find donors who are interested in music in direct mail fundraising. In particular, for organizations helping people with disabilities, the general public might join in fundraising because they aim to help people who are poor or facing disadvantaged environments. Target groups and tactics for fundraising might be affected by the values and missions of these organizations.

Transferability may be possible on the basis of similarity of the case or applicability of the theory. Guba and Lincoln (1989) developed four new terms that might be better fitted to case studies. These are credibility (in place of internal validity), transferability (in place of external validity or generalization), dependability (in place of reliability) and confirmability (in place of objectivity). Guba and Lincoln (1989) argued that generalization is valid if conditions for randomization and sampling process are coincident, however, transferability is always "relative and depends on the degree to which salient conditions overlap or match (p. 241)". The major technique for establishing the degree of transferability is comprehensive description.

Lincoln and Guba (1985) also defined the degree of transferability as "a direct function of the similarity between the two contexts, what we shall call fittingness.

Fittingness is defined as degree of congruence between sending and receiving contexts. If context A and context B are "sufficiently" congruent, then working hypotheses from the sending originating context may be applicable in the receiving context." (p. 124).

As this researcher has already mentioned, the issue of transferability is whether or not this researcher can transfer results of this study to organizations other than the sample organizations that responded to self-report questionnaires and interviews. This study was limited, as this researcher did not draw a representative probability sample. However, the results of this study can likely be more easily transferred to other large disability organizations that belong to the range of the selection criteria in this study, and probably not to small organizations. These organizations will be able to learn from and follow the recommendations developed by this study as they have a similar budget size and staffing as well as similar values and mission statements related to disability issues.

CHAPTER 5

DISCUSSION

5.1 Generalizations: Cross Case Analysis

5.11 Descriptions of three organizations

In this section, this researcher summarizes, compares, and interprets data found earlier to find which generalizations are commonalities in all cases. This part includes the mission and organizational internal and external environment, fundraising activities, methods of evaluating efforts, definitions of fundraising effectiveness, organizational views on what is effective and why for those three organizations.

5.111 Mission and history of the three organizations

According to its website (2004), organization A works on a local, national, and international level to provide information, education, and research on disability issues. Organization B, as the Manitoba division of a national organization, is committed to blindness prevention, public education and advocacy to help blind or visually impaired individuals integrate into the mainstream community based on their ability to function. Organization C aims to help people with disabilities realize their goals of independent living based on community information and resources by providing a variety of programs and services.

Historically, organization A had the shortest history, while organization B had the longest history. On the other hand, organization C started in 1984. Organization A and organization B were formed by the positive roles of several people who were

committed to their causes, while organization C was formed as the result of three events such as the United Nations Declaration of the International Year of Disabled Persons, the release of the Canadian Government's Obstacles Report, and the personal commitment of one person with a disability related to the independent living philosophy. In particular, the start of organization C was affected by the technological advances and medical advances since World War II and the consumer movement in the 1960s.

5.112 Internal environment of the three organizations

The first organization has 14 staff members and an annual operating budget of over one million dollars, the second organization has 39 staff members and an annual operating budget of about 2.7 million and the third organization has 25 staff members and an annual operating budget of about 0.8 million dollars.

The first organization is guided by over ten board members and seven committee members, the second organization is governed by a board of directors, and the third organization is governed by 12 board members and seven committee members.

The first organization has four departments to provide information, education, and research on disability issues. The second organization also has four departments being Administration, Funding, Communications, and Client Service departments. The third organization also has four departments being Information and Referral, Peer Support/Independent Living Skills, Self-Advocacy, and Research and Development departments. Uniquely, the second organization has a fundraising department and thus has been energetically involved in fundraising activities.

5.113 External environment of the three organizations

Table 5.1. Responses to External Environment of Three Organizations

Kinds of external environment	Organization A	Organization B	Organization C
Economic environment	Goal to reach ten million dollars for sustaining its longevity of fundraising.	Hiring four full-time fundraisers and developing special events.	Conducting a variety of fundraising activities such as workplace campaign special events.
Social environment	Devising their own tactics to operate their various programs, especially through fundraising.	Conducting fundraising activities such as an auction, and a dinner party.	Information and Referral Program was useful to defeat social barriers.
Cultural environment	Trying to get Canadians to have positive attitudes toward people with disabilities.	Communications Department defeats cultural misconceptions through media.	Philosophy of independent living works very well.
Political-legal environment	Good relationship with politicians, academics, and researchers.	Blind Veterans Act, eye drops, Exempting from copyright.	Research and Development Program develops policies.
Technological environment	Computer technology and superior research skills were good for fundraising.	Adaptive and technical aids required additional funds.	An independent living model is better than the traditional medical model.

To respond to the economic environment, the first organization has financial

needs to reach a goal of ten million dollars for establishing its long-term plans and

sustaining longevity of fundraising. The second organization established a

Fund(raising) Department including four full-time fundraisers and not only developed

special events such as dinner parties, sports events, charitable gaming and auctions;

but also aimed to secure funds from government and foundations continually because

they were a bigger portion of its sources. The third organization performed a variety

of fundraising activities such as a Kite festival, dances, sports events, as well as

government, foundation and workplace campaigns. This organization also had five

assistant staff members to help with fundraising activities.

To respond to the social environment, the first organization has a close

relationship with intellectual organizations such as universities, academics and

research institutions and conducts a variety of research. The second organization

responds to the social environment by helping clients develop communication skills,

personal management techniques and recreational skills. The third organization also

has a variety of programs such as Information and Referral Program,

Support/Independent Living Skills Program, and Self-Advocacy Program to respond

to the many physical and attitudinal barriers in the social environment.

To respond to the cultural environment, the first organization tries to defeat

many misconceptions facing people with disabilities by researching any issues related

to disability. The second organization has a Communication Department to defeat

cultural misconceptions through media, such as local newspapers, and community

broadcasts via Television or radio. The third organization has a Disability Awareness

Program to provide information training sessions to the general public, corporations,

agencies and business.

To respond to the political-legal environment, the first organization, as a

nationally leading organization in the research community in Canada, researches all

aspects of people with disabilities and the results of research of this organization may

positively affect policy-makers and academics as well as the general public. The

second organization has also tried to change the political-legal environment. For example, in 1937, Old Age Security was changed to allow blind qualified Canadians to receive their pension at the age of 40. In 1950, the legislation came into force making eye drops available for newborn babies. The third organization established the Research and Development Program which aimed to research and develop a variety of disability policies. Examples of policy decisions include support of group homes, accessible housing, and financial support.

With regard to the technical environment, the first organization has superior research skills which will be useful for effective fundraising and the second organization has tried to use a variety of its own technologies and has required more funds to help more clients. The third organization also supports the independent living model rather than the traditional medical rehabilitation model. As a common point, the three organizations also used computer technologies for recording, editing and classifying fundraising data as well as general administrative data.

5.114 Fundraising activities of the three organizations

As can be seen in table 5.2, the three organizations commonly used special events, government fundraising, and foundation fundraising and organizations A and B used Planned giving/Bequests programs/Estate planning, Capital/Endowment campaigns and Corporate fundraising. Uniquely, organization B had a fundraising department including four fundraisers and thus performed methods such as door to door canvassing and workplace campaigns (e. g. United Way style campaigns).

Table 5.2. Comparing Fundraising Activities of the Three Organizations

	The kinds of fundraising activities	A	B	C
1	Direct mail campaigns			
2	Telephone campaigns			
3	Door to door canvassing		●	
4	Workplace campaign		●	●
5	Special events primarily for fundraising	●	●	●
6	Planned giving/Bequests programs/Estate planning	●	●	
7	Capital/Endowment campaigns	●	●	
8	Corporate fundraising	●	●	
9	Government fundraising	●	●	●
10	Foundation fundraising	●	●	●
11	Research grants (the World Bank)	●		
12	Unsolicited donations	●	●	●

With regard to how to develop fundraising tactics, brainstorming was commonly used in these three organizations because it could be used easily. The other popular methods included consulting with a professional fundraiser or someone who has experience, and choosing one or two staff members who will be responsible for fundraising.

For public relations, community broadcasts such as television and radio were used effectively in organization B and organization C whenever they had special events, whereas organization A used magazines and monthly bulletins. This might indicate that organization A did not have enough active special events to use community broadcasts.

Importantly, organization A had a fundraising committee and one full-time fundraiser and two staff assistants and organization C had a fundraising committee

and five assistant staff, while organization B had a fundraising committee as well as a

fundraising department, including four full-time fundraisers. This demonstrates that

professional fundraising activities were more effective if an organization has a

fundraising department, including fundraisers, rather than a fundraising committee.

5.115 Methods of evaluating fundraising activities

Table 5.3. Comparing the Methods of Evaluating Fundraising Activities of Three Organizations

From questionnaire

	Methods of evaluate fundraising activities	A	B	C
1	By examining the total costs of fundraising activities		●	●
2	By examining the costs of fundraising as a percentage of the total amount of funds raised	●		●
3	By using the organization's previous fundraising experiences as a guide		●	●
4	By using the checklist to evaluate fundraising activities		●	
5	By examining the net revenues (after expenses are deducted) that are returned from fundraising activities	●		●
6	By tracking donors (e.g., number of new donors, number of donors retained, growth of donor contributions)			
7	By comparing your organization with what other charities are reporting			
8	By recognizing public awareness.			●

From documents

	Methods of evaluate fundraising activities	A	B	C
1	Checking if funding benefits the disability community	●		
2	Identifying if funding continues to be secured	●		
3	Checking if funding is being used for an organization's goal		●	●
4	Evaluating volunteer involvement		●	
5	Calculating the number of people who participated in fundraising events			●
6	Making sure contribution is ongoing			●
7	Checking that core fundraising is ongoing			●

From interviews

	Methods of evaluate fundraising activities	A	B	C
1	Checking if awareness of the Organization has increased	●	●	●
2	Examining the reputation or involvement of board members	●		●
3	Ensuring that partnerships continue to exist	●	●	●
4	Checking if innovative or creative ideas are used	●	●	●

Organizations A and C evaluated fundraising efforts by examining the costs of fundraising as a percentage of the total amount of funds raised and by examining the net revenues (after expenses are deducted) that are returned from fundraising activities. Also, organizations B and C evaluated fundraising efforts by examining the total costs of fundraising activities, and by using the organization's previous fundraising experiences as a guide. Uniquely, organization B used the checklist to evaluate fundraising activities. Furthermore, excluding the methods of evaluating fundraising efforts identified by questionnaires, the methods of evaluating fundraising efforts identified by documents and interviews were performed based on organizational definitions of fundraising effectiveness.

5.12 Inferences Related to Fundraising and Its Evaluation

5.121 Organizational definitions of the effectiveness of fundraising

As shown in table 5.4, this study researched organizational definitions of the effectiveness of fundraising from three sources: questionnaires, documents, and interviews. By answering questionnaires, all three organizations agreed with this study's provided operational definitions. As common points of these three organizations, they pointed out that if fundraising methods improve awareness of the

organization, if partnership among staff is strengthened, and if creative means are

developed, the fundraising effectiveness would increase. As other factors,

organization A identified that the reputation of board members, staff, and volunteers

increased effectiveness and the last organization stressed the energetic involvement of

board members. Organization B emphasized the experience and know-how of

fundraisers.

Table 5.4. Organizational Definitions of the Effectiveness of Fundraising

	Definitions of the effectiveness	A	B	C
QUESTIONNAIRES	Fundraising is regarded as effective if it ① raises that amount set by the organization after expense or more or ② fulfills some factors such as improving the positive image of the organization, improving donor relations, recruiting more volunteers or improving public relations	●	●	●
DOCUMENT	If funding benefits the disability community or reaching a goal	●	●	●
	Ongoing contribution or core fundraising	●		●
	If funds raised are used by clients appropriately		●	
	Crucial volunteer involvement		●	
	If many people are participating in fundraising events			●
INTERVIEWS	Improving awareness of the organization	●	●	●
	Reputation of board members, staff and volunteers increases effectiveness	●		●
	Partnership among staff and volunteers	●	●	●
	Innovative or creative ideas	●	●	●
	Experienced and know-how of fundraisers		●	

5.122 Organizational views on what is effective and why

Table 5.5. Organizational Views on What is the Most Effective and Why

	A	B	C
QU ES TI ON NA IR ES	*Governments and foundation fundraising were the most effective.	*Government fundraising and special events such as dinner parties and golf tournaments were the most effective.	*Government fundraising and the Winnipeg Kite festival (special events) were the most effective.
D O C U M E N T S	* Governments fundraising produced about 50% of 2002/2003 total revenue and two foundations supported this organization. * An international agency supported this organization, too. * Endowment fundraising from government sectors was also very effective.	*Government fundraising occupied 48.5 % of 2002/2003 revenue totaling $2,742,000. * Dinner parties and golf tournaments were effective because they succeeded in increasing awareness of organization B and in raising approximately $55,000 to $60,000.	*Government fundraising occupied 50.3 % of 2002/2003 revenue totaling $819,625. *The Kite Festival was effective as about 10,000 people joined.
I N T E R V I E W	*Focused on governments and foundations which are interested in intellectual work.	About $55,000 to 60,000 was secured from a dinner party and golf tournaments. Creative methods were required as there are many organizations competing for the same money.	*The Winnipeg Kite festival proved to be most effective because about 10,000 people joined and raised about $10,000 to $15,000 a year with the help of 200 volunteers.

All three organizations identified the two most effective fundraising methods

as requested by the questionnaires, and evidence from documents and interviews

supported that the two methods were the most effective by providing specific data and statements.

The common method which was the most effective for these three organizations was government fundraising because it provided the largest portion, even if governments have tended to cut their support to voluntary organizations under the ideology of neo-conservatism. For example, organization A was provided 50% of 2002/2003 total revenue, while organization B was provided 48.5% of 2002/2003 revenue of $2,742,000 and organization C was provided 50.3% of 2002/2003 revenue of $819,625 from governments. This demonstrates that voluntary organizations have to try to receive funds from governments continually.

As other effective methods, organization A pointed out foundation fundraising, whereas the other two organizations chose special events such as dinner parties, golf tournaments, and a kite festival. According to documents, as stated already, an international agency supported this organization by representing the second largest portion of revenue for organization A. This amount is much bigger than the total amount foundations donated to organization A. This might be considered as a contradiction of the data collected. However, it should be understood that the two foundations might be more successful than the international agency in increasing awareness of organization A.

Organization B considered dinner parties and golf tournaments as one of the most effective methods because they succeeded in increasing awareness of this organization and in raising approximately $55,000 to $60,000. Organization C regarded the Winnipeg Kite Festival as one of the most effective methods because

about 10,000 people joined and raised about $10,000 to $15,000 a year with the help of 200 volunteers. It is concluded that special events were effective because they could be successful tools to increase awareness of the organizations, improve donor relationships and partnership among staff.

Through interviews, this researcher found that organization A sought governments, foundations, and endowment funds, while the other two organizations emphasized that voluntary organizations have to develop their own distinctive methods to be effective in raising funds.

5.2 Reflection on the Literature

This researcher reviewed five areas including the theory of evaluating fundraising efficiency, varieties of fundraising tactics, the types of charitable fundraising, the national survey of fundraising practice of Canadian charities and charitable fundraising in Manitoba. In this section, this researcher discusses how the results of data analysis relate to the literature based on each area of literature reviewed.

Fundraising tactics were regarded as efficient if they raised extra funds after deducting the costs to raise funds in this study. To measure efficiency, Greenfield (1999) developed a nine-point performance index analyzing the number of participants, income received, expenses, percentage of participation, average gift size, net income, average cost per gift, percentage of fundraising cost and percentage of return. However, the three organizations did not use this theory, but tried to develop fundraising efficiency by methods they themselves had developed.

Furthermore, they also emphasized increasing effectiveness identified by organizational definitions of fundraising effectiveness. Examples of indicators of effectiveness included improving the image of the organization, donor relationships and recruiting more volunteers.

As Young and Wyman (1996) and Klein (1996) insisted, voluntary organizations need to hire full-time fundraisers to meet an ongoing need to raise more funds, and fundraisers must have the ability to develop and conduct a variety of fundraising tactics. However, in reality, voluntary organizations have difficulty in hiring full-time fundraisers due to financial burdens. Actually, only one out of three organizations in this study has a fundraising department having four full-time fundraisers and another organization has only one full-time fundraiser, while the third organizations does not have any full-time fundraisers. As Klein (1996) pointed out, full-time fundraisers were able to generate much more money than the salary of the fundraisers, and were able to develop short and long-term plans for effective fundraising.

This researcher also provided information on three kinds of proposals for corporations, foundations and governments in the literature section. The three organizations in this study prepared proposals based on the kinds of funders such as corporate, foundation and government. As illustrated in the literature, the proposal for corporate funding improved public recognition as well as gathering funds. Proposals for government funding also had to be prepared well because the competition for government monies was increasing.

Furthermore, as many authors insisted that fundraising should be a mainstream role of the board of directors (Young & Wyman, 1996; Stolper & Hopkins, 1989; Tenbrunsel, 1982), the three organizations wanted the board members to support and be involved in fundraising activities for the sustainability of the organization by contributing funds, generating funds, providing expertise, and lending credibility to the organizations.

As Upshur (1982) illustrated, annual reports were excellent tools to obtain funds in the three organizations in this study because annual reports contained useful information, such as the financial statement, activities and achievements, history, sponsors, the board of directors, and staff. Actually, the three organizations provided this study with a lot of useful information.

Stewart (1996) and Young and Wyman (1996) discussed the advantage of getting taxation numbers, by registering as a charity. The three organizations as charities had their own taxation number reducing the taxable income to donors by issuing official donation receipts for donations.

Many authors emphasized the involvement of volunteers for effective fundraising (Duronio & Loessin, 1991; Wendroff, 1999; Burlingame & Hulse & Editors, 1991; Young & Wyman, 1996; Greenfield, 1999; Stolper & Hopkins, 1989; Howe, 1991). In particular, according to Young and Wyman (1996), most volunteers are afraid of asking for money directly because they are very shy and are afraid they will be rejected. Actually, most volunteers of the three organizations involved in fundraising activities contributed by preparing materials, setting up organizational meetings, and assisting in special events.

Even though authors such as Flanagan (1999) and Greenfield (1999) explained

and proposed the use of direct mail, the three organizations did not use this tactic

because it required professional expertise and increased costs. However, according to

Hall (1996)'s national survey of fundraising practices of Canadian charities, larger

organizations whose revenues exceed $1.5 million secured their main revenues

through direct mail and planned giving, whereas smaller organizations obtained their

resources through special events and charitable gaming.

This researcher was able to find a lot of information on special events from the

literature (Bayley, 1988; Mirkind, 1972; Klein, 1996; Wendroff, 1999; Tenbrunsel,

1982). Special events were popular and used in the three organizations successfully

because special events not only raised money but also improved the image of the

organizations and donor relationships, and recruited more volunteers. This is why the

three organizations invested their efforts to develop and hold effective special events.

Actually, two of the three organizations answered that the special events were the

most effective.

Capital campaigns and planned giving were used in the first and second

organizations. As many authors insisted, (Dove, 2000; Greenfield, 1999; Bayley,

1988; Howe, 1991), those tactics provided the two organizations with larger amounts

of funds compared to other fundraising tactics. Furthermore, even if Young and

Wyman (1996) discussed the effectiveness of telephone fundraising, the three

organizations did not use it. The three organizations also did not analyze donors' sex,

age, and religion. Also, the second and third organizations secured funds from the

United-Way Centraide. Hall (1996) presented results from the national survey of

fundraising practice of Canadian charities. According to this survey, government supports still occupied the largest percentage for sources of revenues for voluntary organizations. This is consistent with the results of this study.

5.3 Implications for Fundraising Practices

In this part, this researcher provides some recommendations based on the findings of this study. This section also demonstrates how each of the recommendations flows from the findings of this study.

First, voluntary organizations must try to keeping obtaining funds from governments, as well as try exploring other sources of revenue, such as individuals and foundations. Even if governments tend to cut their support, still, the support of governments constitutes the biggest portion of revenues of each organization in this study. For example, organization A secured about 50% of 2002/2003 total revenue, while organization B secured 48.5% of 2002/2003 revenue, $2,742,000, and organization C secured 50.3% of 2002/2003 revenue, $819,625, from governments. This suggests that voluntary organizations have to try to receive funds from governments continually.

Second, organizations B and C pointed out that there are so many voluntary organizations seeking the same money that they have to develop their own creative ideas to raise funds, differentiating their tactics from other organizations. In this way, for instance, it was concluded that special events seem to be effective. Especially dinner parties and sports events are attractive because they can invite many people at the same time, including businessmen, without obligating donations. Another good

example of a creative tactic is the kite festival of organization C. Besides dinner parties and special events, organizations need to develop their own creative ideas focused on good name recognition for the public in order to compete for the same money.

Third, to increase public awareness, media broadcasts by Television and radio are demonstrated as effective because they easily attract a great number of people at the same time and the general public trusts the broadcasts. Organization C pointed out that the public should be informed about what it does to compete for the same money more effectively. Actually, organizations B and C used community broadcasts whenever they had special events. Without knowing what organizations are doing, the public will not donate to them.

Fourth, rather than a fundraising committee, a fundraising department seems to be more effective. Organization A and C had a fundraising committee, whereas organization B had a fundraising department as well as a fundraising committee. Organization B had a variety of fundraising activities as previously mentioned. Generally a fundraising committee tends to be only nominal because committee members have their own other jobs, and thus cannot be involved very much or very positively, even though they may provide some advice and be involved to some degree. However, regarding a fundraising department, a full-time fundraiser should be hired in a fundraising department rather than staff who are partially responsible for fundraising. The full-time fundraisers can play really important and essential roles. For example, they can review literature such as books or articles, research donors,

negotiate with the executive director and the board of directors, train volunteers, gather useful funding aids, and develop effective fundraising tactics.

Fifth, voluntary sector organizations should evaluate all aspects of fundraising activities by using a fundraising assessment checklist, such as the one used in this study in order to obtain an unbiased and broad picture of fundraising effectiveness. Organizations A and C evaluated their fundraising activities very simply by examining the costs of fundraising as a percentage of the total amount of funds raised and by examining the net revenues (after expenses are deducted) that are returned from fundraising activities. These approaches can be biased and narrow.

Sixth, the respondent organizations in this study do not have a fundraising calendar. Developing a fundraising calendar might be an effective fundraising tactic because it will help to identify the priorities of the variety of fundraising activities and the best time for fundraising. Also, writing the activities and tasks in the calendar will help the organization to keep track of schedules and help distinguish whether or not there are too many activities. Through the creation of a fundraising calendar, the organization will be able to make adjustments earlier so that the schedule of activities may be done smoothly and effectively.

In this way, it can help organizations to raise more money in less time. The calendar, that might include beautiful pictures of landscapes, can be distributed to potential donors and can be a good tool to encourage them to be donors or volunteers for related fundraising activities in the future. In this calendar, organizations can briefly include other useful information, such as their mission statement and the kinds of services they are providing. This calendar can also be made by donations. For

instance, if acknowledgements of donors who donate to make the calendar are included in the calendar itself, donors will more easily be found.

Seventh, much literature discusses the use of a direct mail tactic, but the respondent organizations in this study never used this method. Direct mail has not been frequently used since the funds secured through direct mail are relatively small, whereas costs are high and professional skills and expertise are not available to many organizations (Rosso & Associates, 1991). However, organizations can challenge this direct mail tactic by gathering useful information and obtaining know-how from other organizations that are using direct mail methods. Directly seeking funds by asking face-to-face or by telephone may be difficult for many members of the organization. To overcome this barrier, direct mail can be used. Also, through the use of direct mail, organizations can inform the public about their mission and the kinds of services they provide.

In addition to the general methods of direct mail, this researcher proposes the use of handwritten letters explaining the causes. The handwritten letters should be mailed only to people the writer already knows. In this way, the readers will be persuaded much more if they read reasonable and persuasive handwritten letters. Handwritten letters can appeal more to people than form letters.

Eighth, according to the result of data analysis in this study, the respondent organizations do not train fundraisers, staff or volunteers related to fundraising activities regularly and rigorously. They need to be trained to improve fundraising effectiveness. After being trained, they will be able to develop better strategies and tactics, evaluate fundraising activities better and conduct better media campaigns.

Nowadays, many universities and colleges have courses or workshops to train in the area of fundraising activities. Also, most large universities and hospitals have professional fundraisers. They know where to get training. In addition, the United Way can be a good resource to provide training and advice for fundraising because it is a professional fundraising organization. Another source of training is from other similar organizations in the community that might have a good training system. A trainee can ask them for training and advice, which can reflect a number of years of experience, and also, where they go for training.

In particular, according to Duronio and Loessin (1991), volunteers are not nervous or shy to talk about their service organization. However, they will hesitate to ask for funds because they are not experienced and trained to ask people to donate to their service organization. In this study of three organizations, two organizations have many volunteers, but still do not have specific training programs offered by professionals on a regular basis. In the last organization, staff members had recently begun to emphasize the importance of training volunteers. Volunteers should be involved and trained extensively in fundraising to be successful.

Last, the board of directors should be prepared very well with high expectations of their duties in fundraising activities. The three organizations have boards of directors, but board members did not energetically participate in fundraising activities. As this researcher already illustrated, organization A implied that the board members did not have a pre-existing understanding of the importance of fundraising activities, and did not support institution-wide priorities for fundraising. On the other hand, even if many board members of organization B donate to the organization and

support institution-wide priorities for fundraising, they need to have a more central understanding of the importance of fundraising activities and to find donors directly in a more positive manner. Organization C also insisted that better preparation be required for the board for their job with clear expectations as to its level of investment. Generally, the board of directors is selected from respected people or rich people from their communities, and thus they can significantly influence fundraising activities if they become involved in them energetically, by helping organizations to improve their image. Organizations need to motivate the board of directors to do so.

5.4 Implications for Policy

As earlier illustrated, this study was guided by three researcher questions, including 'what is the effectiveness of the various funding activities?'; 'what are effective fundraising methods?'; 'how do sample organizations in this study evaluate the effectiveness of their fundraising activities?' In relation to these issues, this section provides some recommendations in terms of implications for policy based on the results of this study. This section also demonstrates how each of these recommendations relates to the findings of this study.

Generally, disability organizations fulfill community needs by providing programs and services, and the Government of Canada also has an obligation to improve the quality of life of all Canadians with disabilities by using public funds for programs and services. However, many disability organizations have a strong need to gather more funds in order to provide programs and services continually. In particular,

funding policies and practices must support this by removing any barriers to effective funding.

Basically, the Code of Good Practices on Funding was established to guide fundraising policies and practices for the voluntary sector and the Government of Canada in accordance with the provisions in the Accord which was signed in December 2001 to benefit all Canadians by strengthening the relationship between the voluntary sector and federal government (Joint accord table of the voluntary sector initiative, 2002).

Besides direct funding, the Government of Canada also helps the voluntary sector indirectly by giving tax deductions to individuals and corporations for contributions made to registered charities. The three organizations studied are registered as "charities" with the CCRA. They are eligible to give tax receipts to individual and corporate funders. In this view, the Code of Good Practice on Funding is significant in that it examines the current funding policies and practices and provides specific recommendations to improve fundraising policies and practices. However, the Code does not cover this issue of tax treatment of donations as well as levels of funding. The Code should respond to this problem (Joint accord table of the voluntary sector initiative, 2002).

As illustrated above, organizations A and B received funds from government departments and agencies, but they did not identify the names of those departments and agencies. Organization C gathered funds from government departments and agencies such as Manitoba Health, the Winnipeg Regional Health Authority, and Human Resource Development Canada.

However, these government departments and agencies provided different types of funding for the three disability organizations. Thus, government departments and agencies have different policy and program priorities. Furthermore, they define terms and conditions of the specific funding programs differently (Joint accord table of the voluntary sector initiative, 2002). On January 31, 2002, the "Guide to improving funding practices between the Government of Canada and the Voluntary Sector" was produced by the Treasury Board Secretariat-Voluntary Sector Project Office (Treasury Board Secretariat-Voluntary Sector Project Office, 2002). This guide aims to develop greater clarity, consistency and transparency relating to funding concerns between the Government of Canada and the Voluntary Sector. According to this guide, the funding process can be complex and confusing when there is no clarity and consistency of funding processes (Treasury Board Secretariat-Voluntary Sector Project Office, 2002). Therefore, when several departments or agencies are involved for the same funding, they should have a more harmonized national process by defining those consistently.

In accordance with the Treasury Board of Canada's Policy and Transfer Payment and Contributing Policy, the Government of Canada provides direct funding to the disability organizations through four main methods such as contributions, grants, contracts, and other transfer payments (Joint accord table of the voluntary sector initiative, 2002). Of course, the first two methods are major funding sources and contracts are designed for specific professional services. Other transfer payments are ones that can be transferred to other levels of government such as health and social transfer payments. However, these sources tend to be for the short-term and

thus organizations require long-term funding for a longer period from government. That is, the Government of Canada should support multi-year funding agreements in order to help enhance organizations' stability and capacity for longer-term planning.

The three organizations in this study have branches or affiliates in many communities across Canada. They are committed to broad networks through community participation and volunteer involvement. Thus, they have specific knowledge and expertise enough to plan and deliver a variety of services and programs in their communities. Another important strength of disability organizations is their diversity, because a variety of individuals involved in them have different perspectives and experiences. In this view, governments also need to gather and adopt the disability organizations' views on the funding process and policy to serve Canadians better through a variety of funding programs. To help the disability organizations develop better services, governments need to share information on departmental, agency and government-wide programs and policies.

Furthermore, governments should provide equitable access to people with disabilities. The three organizations have many staff with a variety of disabilities. For example, governments have to provide a variety of accessible formats, such as the press, newsletters and the Internet, formats accessible to people with disabilities. More than anything else, the application forms should be written in plain language to enhance clarity and reduce complexity. Also, the objectives of funding programs and their eligibility requirements should be stated simply and clearly (Joint accord table of the voluntary sector initiative, 2002).

5.5 Recommendations for Further Studies

It has become evident as a result of this study that several suggestions for further research can be made. This study described only the perspective of fundraisers and a staff who are responsible for fundraising. To obtain a variety of perspectives and evaluate fundraising activities more broadly, it would be much better to research a variety of stakeholders in fundraising activities. Examples of potential respondents include volunteers, staff, board members and donors.

Also, this study studied only three large organizations using self-report questionnaires, documentary analysis, and interviews. There might be, however, differences among large, middle, and small organizations. For example, large organizations are able to conduct fundraising activities which require more money, whereas small organizations are unable to do so. Further research needs to cover a variety of sizes and kinds of organizations to obtain a broader picture of fundraising activities.

Furthermore, observational methods can be useful to evaluate fundraising activities and develop new ideas. For example, if a researcher attends fundraising activities, the researcher will obtain live and distinctive ideas for effective fundraising. About three years ago, this researcher was able to observe an auction for pictures of one of these organizations. At that time, this researcher was able to learn how the special event was conducted in detail. Attending and observing fundraising activities directly would be very helpful for better qualitative research.

Last, there is a need for research that would evaluate the fundraising activities of other categories of voluntary organizations such as arts and culture, education and

general social service. This study only focused on fundraising activities of voluntary organizations for people with disabilities. Voluntary organizations in other categories might be very different in their own activities. Such studies would shed more light on what are the unique aspects of a given category of organizations.

5.6 Limitations

This study has five kinds of limitations. First, the sensitivity of the information and the possible reticence of interviewees are unavoidable limitations. That is, the sensitive aspects of fundraising costs spent by organizations may limit what respondents are prepared to reveal (Lindahl, 1992). For example, one organization might spend a lot of money to buy lunch for staff and volunteers when it conducts fundraising activities. This is a very sensitive issue and thus interviewees may be unwilling to divulge such information.

The second limitation relates to the difficulty of cost measurement due to variations in defining expenses. For example, some organizations may not regard indirect fundraising costs such as the time volunteers and staff invested in fundraising as fundraising costs (Durnio & Loessin, 1991). The third limitation is that accounting and record-keeping systems are not standardized across all organizations. Thus, it is difficult to make cross comparisons.

Fourth, some organizations do not keep accurate records on fundraising. They have to rely on employees' memory or estimation when they answer questionnaires (Klein, 1996). Last, in the case of some major gifts, it will take years to receive them. The actual cost will not be easily calculated (Duronio & Loessin, 1991).

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APPENDICES

APPENDIX A: SURVEY OF FUNDRAISING PRACTICE OF ORGANIZATIONS

FOR PEOPLE WITH DISABILITIES IN WINNIPEG.

Instructions
The questions in this survey are related to fundraising activities in your organization. If your organization is a branch or a member of a larger federal structure but does its own fundraising, this researcher would like information on those fundraising activities for which you are directly responsible, not the fundraising activities of the larger organization as a whole. Similarly, if your organization is the head office or center of a larger federal structure, this researcher would like information on the fundraising activities that your office is directly responsible for conducting. Please remember, all your answers are anonymous and will be kept strictly confidential.

Part A: Fundraising Practice

Table 1 Fundraising activities

Number	The kinds of fundraising activities
1	Direct mail campaigns (mailing requests for donations)
2	Telephone campaigns (telephone requests for donations)
3	Door to door canvassing (requests made to people at their home)
4	Workplace campaign (e. g. United Way style campaigns)
5	Special events primarily for fundraising (special events that are for fundraising rather than their regular fundraising activities)
6	Planned giving/Bequests programs/Estate planning (requests for donations via wills and insurance plans)
7	Capital/Endowment campaigns (requests for major individual and institutional donations for occasional multi-years gifts, special capital projects or endowments)
8	Corporate fundraising (soliciting funds or gifts in kind from businesses or corporations)
9	Government fundraising (soliciting grants from government
10	Foundation fundraising (soliciting grants from foundation)
11	Unsolicited donations (donations that are received without being specifically requested)
12	Members of board of directors personally soliciting funds as part of the organizations fundraising activities

** In the above section, please indicate in detail, whether or not your organization conducts activities in the areas outlined below. Please place Xs in the most appropriate boxes that apply to your organization.

1. Do you have any other fundraising activities this researcher has not covered? Please specify here in detail.

2. The operational definitions of 'fundraising effectiveness' in this study were developed as follows.

This researcher will regard fundraising tactics as effective if they

1) raise more than the goal amount set by the organization,

2) fulfill some factors such as improving the positive image of the organization, improving donor relations, recruiting more volunteers, or increasing public awareness etc. and

3) are raising funds ethically.

Do you agree with the definitions of fundraising effectiveness in this study? Place an X in the most appropriate box.

☐.......................Yes → (skip to 4) ☐........................... No → (skip to 3)

3. How do you define effective fundraising?

4. In table 1 above, please choose the two most effective ways of fundraising according to your and the definitions of effectiveness in this study. (Please choose two and write down the corresponding numbers in order of the most effective. If you agree with the definitions in this study, please skip to 2))

1) According to your definitions of effectiveness   (,   )

2) According to researcher's definitions of effectiveness   (,   )

5. In table 1 above, please choose the two least effective ways of fundraising according to your and the definitions of effectiveness in this study. (Please choose two and write down the corresponding numbers in order of the least effective. If you agree with the definitions in this study, please skip to 2))

1) According to your definitions of effectiveness   (,   )

2) According to researcher's definitions of effectiveness   (,   )

** In case of special events, there might be a variety of methods. Please choose the kinds of activities that your organization uses to raise funds for special events and place Xs in the most appropriate boxes that apply to your organization.

Table 2. Methods of special events

Number	Kinds of special events
1	Bazaars such as food or goods etc.
2	Concert such as orchestra, a solo, a part song, performance
3	Exhibition such as picture, photo, flower etc
4	Ticket for play, movie such as a play, movie, musical
5	Dinner party such as charity evening or dinner etc
6	Sports events such as Mini Olympics, running etc
7	Dances
8	Fashion show
9	Charitable gaming (casinos, bingos, lotteries, raffles, and auctions etc)
10	Ad books
11	Movies

6. Do you have any other special events this researcher has not covered? Please
specify here.

12	
13	
14	
15	

7. In table 2 above, choose the two ways that are most effective according to your and
researcher's definitions of effectiveness. (Please choose two and write down the
corresponding numbers in order of the most effectiveness. If you agree with the
definitions in this study, please skip to 2))

1) According to your definitions of effectiveness   (,   )

2) According to researcher's definitions of effectiveness   (,   )

8. In table 2 above, could you choose the two ways that are least effective according
to your and researcher's definitions of effectiveness? (Please choose two and write
down the corresponding numbers in order of the least effectiveness. If you agree with
the definitions in this study, please skip to 2))

1) According to your definitions of effectiveness   (,   )

2) According to researcher's definitions of effectiveness   (,   )

9. What does your organization do to develop effective fundraising? Please choose
three and write down the corresponding numbers in order of importance.

    (,   ,   )

    1) Reading books on strategic fundraising

    2) Brain storming of fundraisers or fundraising committee

    3) Consult with professional fundraiser or someone who has an experience.

    4) Choosing one or two staff who will be responsible for fundraising.

    5) Public relations for fundraising.

6) Establishing fundraising tactics after researching needs of residents.

7) Others (1.   )

8)   (2.   )

9)   (3.   )

** In this section, please circle the number that corresponds to the method of public relations that your organization uses. Please circle all the methods that apply to your organization.

Table 3. Methods of public relations

Number	Kinds of public relations
1	Distributing flyers for public relations on streets
2	Advertising in daily newspapers
3	Distributing flyers including daily newspapers
4	Advertising in district newspapers
5	Putting up posters
6	Plaque
7	Man to man tactics
8	Community meeting
9	Using boards inside welfare agency
10	Community broadcast (Television or Radio)
11	Using magazine
12	Picture panel
13	Video tape or Disc
14	Using computer (Internet, PC)
15	Regular or irregular brochures
16	Monthly, bimonthly or annual booklet

10. Do you have any other methods of public relations this researcher has not covered? Please specify here.

17	
18	
19	
20	

11. In table 3 above, could you choose the two ways that are most effective according to your and researcher's definitions of effectiveness? (Please choose two and write down the corresponding numbers in order of the most effectiveness. If you agree with the definitions in this study, please skip to 2))

1) According to your definitions of effectiveness   (,   )

2) According to researcher's definitions of effectiveness   (,   )

12. In table 3 above, could you choose the two ways that are least effective according to your and researcher's definitions of effectiveness? (Please choose two and write down the corresponding numbers in order of the least effectiveness. If you agree with the definitions in this study, please skip to 2))

1) According to your definitions of effectiveness   (,   )

2) According to researcher's definitions of effectiveness   (,   )

13. Is there a special department or a committee which includes fundraiser(s) and is fully responsible for fundraising activities? Place an X in the most appropriate box.

☐......................Yes → (skip to 16)   ☐.......................... No → (skip to 15)

14. What is the reason for your organization not having a particular department or a committee for fundraising?

15. How many *paid employees* (both professional and support staff) does your organization have that work exclusively in the area of fundraising (do not include employees who do fundraising in addition to other duties)? (#   )

16. How many *paid employees* (both professional and support staff) in your organization have fundraising duties in addition to their other duties? (#   )
On average, what percentage of their time do you estimate is spent on fundraising activities? (   ) %

Part B: Evaluating the effectiveness of fundraising activities

17. Below are a number of approaches to evaluating fundraising activities. Please place Xs in the most appropriate boxes that apply to your organization.

Table 4: A number of approaches to evaluating fundraising activities

Number	Methods of evaluate fundraising activities
1.........☐	By examining the total costs of fundraising activities
2.........☐	By examining the costs of fundraising as a percentage of the total amount of funds raised
3.........☐	By using the organization's previous fundraising experiences as a guide
4.........☐	By using the checklist to evaluate fundraising activities
5.........☐	By examining the net revenues (after expenses are deducted) that are returned from fundraising activities
6.........☐	By tracking donors (e.g., number of new donors, number of donors retained, growth of donor contributions)
7.........☐	By comparing your organization with what other charities are reporting

18. Do you have any other methods to evaluate fundraising activities this researcher failed to list above? Please specify here.

19. What are some barriers to raising funds in your organization?

20. Do you have any suggestions to overcome those barriers?

21. Do you have any other suggestions to improve effectiveness of your fundraising activities?

APPENDIX B: FUNDRAISING EFFECTIVENESS ASSESSMENT CHECKLIST

1) Fundraising Environments

	Very poor 1	Poor 2	Neutr -al 3	Good 4	Very good 5	
1. External: Our organization's image in the community						
2. External: capacity to compete with other voluntary organizations performing similar services within your service area.						
3. Internal: teamwork among the board, executive director and volunteers.						
4. Internal: Systems to collect, store, retrieve and disseminate information.						Cumu -lative
Sub-total						

2) Donor Research

	Very poor 1	Poor 2	Neutr -al 3	Good 4	Very good 5	
5. Availability of reference materials including on-line capacity to conduct donor research						
6. Researching the needs and interests of donors						
7. Ability to retrieve donor gift data						
8. Frequency of analysis reports including statistical data.						Cumu -lative
Sub-total						

3) Executive Director

	Very poor 1	Poor 2	Neutr -al 3	Good 4	Very good 5	
9. The Executive Director has extensive fundraising experience and excellent leadership						
10. The Executive Director tries to support institution-wide priorities for fundraising						
11. The Executive Director uses the expertise of fundraisers and staff members very well						
12. Executive Director tries to find donors directly						Cumu -lative
Sub-total						

4) Board of directors

	Very poor 1	Poor 2	Neutr -al 3	Good 4	Very good 5	
13. All members of the board of directors are donors to your organizations (Not the size of amount given).						
14. All members of the board of directors have obvious understanding of the importance of fundraising activities.						
15. All members of the board of directors try to support institution-wide priorities for fundraising						
16. All members of the board of directors try to find donors directly						Cumu -lative
Sub-total						

5) Fundraisers

	Very poor 1	Poor 2	Neutr -al 3	Good 4	Very good 5	
17. Fundraisers have expertise and knowledge at designing and conducting fundraising activities						
18. Fundraisers are committed to the long-term fundraising plan and perform it very well.						
19. Fundraisers' abilities and skills are fitted to our organization's needs						
20. Fundraisers perform fundraising activities very well						Cumu -lative
Sub-total						

6) Volunteers (non-board members)

	Very poor 1	Poor 2	Neutr -al 3	Good 4	Very good 5	
21. Availability of volunteers to help raise funds						
22. The extent to which volunteers are encouraged to raise funds through orientation and training.						
23. The extent to which volunteers play an important role.						
24. Volunteers try to find donors directly						Cumu -lative
Sub-total						

7) Fundraising Aids

	Very poor 1	Poor 2	Neutr -al 3	Good 4	Very good 5	
25. How many books or articles that relate to fundraising do you review in a year? (Nothing=1, less than 3=2, 3 to 5=3, 5 to 10=4, more than 10=5)						
26. Do you apply the knowledge and skills from literature to fundraising practices?						
27. Availability of office space and equipment such as computer, fax etc.						
28. Availability of training materials to assist volunteers and fundraisers participating in fundraising activities						Cumu -lative
Sub-total						

8) Public Relations

	Very poor 1	Poor 2	Neutr -al 3	Good 4	Very good 5	
29. The access our organization has to the communications media						
30. The procedures to release information to the local newspapers, periodicals, and electronic media						
31. Name recognition organization has in the community						
32. Investment to develop better methods of public relations.						Cumu -lative
Sub-total						

9) Planning

	Very poor 1	Poor 2	Neutr -al 3	Good 4	Very good 5	
33. Frequency of reviewing fundraising plan to determine its effectiveness						
34. Involvement of key leadership in planning (Executive Directors, fundraisers, selected board members and key volunteers)						
35. The budget allocation to support the plan						
36. Fundraising activities focus on a market approach rather than an approach based on our organization's needs						Cumu -lative
Sub-total						

APPENDIX C: ORIGINAL CONSENT FORM

Graduate Studies of the
Faculty of Social Work

Graduate studies of the
Faculty of Social Work
Winnipeg, Manitoba,
Canada, R3T 2N2
Tel (204) .

My name is Jin-Pil Jung from South Korea and a graduate student in the Faculty of Social Work at the University of Manitoba. My advising professor is Sid Frankel who can be contacted at 474-9706 if you wish to direct any questions to him. As part of my thesis of Masters of Social Work, I am conducting an evaluation of fundraising effectiveness of Winnipeg voluntary sector disability organizations.

The purpose of this study is to analyze the fundraising activities of voluntary organizations that help people with disabilities in Winnipeg and develop recommendations based on this information. It is my hope that this study will help voluntary organizations helping people with disabilities to evaluate their own fundraising activities and they will work the most effectively by identifying their weaknesses and strengths through evaluating their effectiveness of fundraising activities.

Respondents will be asked to complete and return this questionnaire. The questionnaire will take between 40 and 50 minutes to complete depending upon the size of the organization. To protect your confidentiality, it is not necessary to provide your name. The names of responding organizations will be held in strict confidence and will not be released. All attempts will be made to keep the information completely confidential. Your answers will only be released as summaries in which no individual's answer can be identified.

In particular, your completion of this survey is absolutely voluntary. You have the right to withdraw your responses from this survey at any time by calling me at in Winnipeg. You can also email me at the address at the top right corner of the page. You also have the right to answer whatever questions you prefer and omit or exclude any questions you choose not to answer without prejudice or consequence.

The Joint Faculty Research Ethics Board of the University of Manitoba has approved this study. Any complaint regarding a procedure can be reported to the Human Ethics Secretariat (474-7122 in Winnipeg or 1-800-432-1960, ext. 7122) or the Dean of the Faculty of Social Work (474-9869 in Winnipeg or 1-800-432-1960, ext 9869 outside of Winnipeg).

Data from these surveys will be used to prepare my thesis. Non-identifying data may be used for further research by University of Manitoba researchers. Additionally, I may re-contact organizations for a future survey.

As a personal promise, if you complete and return this questionnaire successfully, I will donate at least $10.00 to your organization. If you wish, you can receive a summary of the findings of this study by checking X in the small box below. Your participation would be helpful and greatly appreciated.

I, _____, understand the above conditions of this study and agree to participate voluntarily in this study under the conditions noted above.

Signature _____

Witness (name) _____

Date _____

☐ Please check if you wish to receive a summary of the findings

APPENDIX C: AMENDED CONSENT FORM

<u>Consent to Use Organizational Case Study in Thesis</u>

I have reviewed the case study on my organization from the thesis, <u>Evaluation of Fundraising Effectiveness of Winnipeg Voluntary Sector Disability Organizations.</u>
I would like the following portions of the text removed or changed or specified:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

I understand that my organization may be recognized by those reading this thesis.

I agree to inclusion of the case study regarding my organization in the thesis, once the above mentioned information is removed.

_____   _____
Chief Executive Officer   Date

_____   _____
Name of Organization   Witness