



CARE Donor Model:
Proposed
Framework for discussion

CARE believes there's a "success story" in every child and aspires to help materialize that success story



Insert CARE "ecosystem" diagram here...and where fundraising/donor giving plays its role in helping achieve overall CARE objectives and mission



Developing a strong fundraising and donor cultivation capability will enable CARE to financially support the organization, infrastructure, initiatives, and resources required to make that story happen

Several key questions drive the development of the proposed CARE donor framework and model



Key questions:

- **WHAT** is the current state of CARE fundraising and donor-giving?
- **WHAT** are the characteristics of the new CARE donor model?
- **WHO** are the possible CARE donors groups/segments?
 - WHAT can they donate...
 - WHICH segments are highest priority?
- **WHAT** is the CARE proposition to each donor group?
- **HOW** can CARE best reach and cultivate each donor segment?
- **WHAT** are the critical initiatives, resources, and next steps required to implement this model?



A new CARE donor framework and model

- Insert donor model graphic

A revised CARE fundraising and donor model can more adequately support the growing needs of an expanding CARE youth-base



Current State of CARE Donor Approach - Characteristics

- Reactive, ad hoc, and opportunistic
- Primarily focused on receiving Singapore Govt. and national grants
 - Fragmented and opportunistic corporate and individual giving - based on personal relationships
- Dependence on select and few fundraising/ donor mechanisms
- Lack of a cohesive and formal donor identification, cultivation, and management approach
 - “it is by God’s grace”
- Minimal dedicated or experienced fundraising/donor resources



Proposed future CARE donor model - Characteristics

- Proactive and strategic
 - Long term and planned fundraising and donor program/ campaigns
- Multi donor perspective and “donor-centric” approach
 - More formalized donor identification, prioritization, cultivation, and management (I.e. key donors, etc)
 - Use of multiple fundraising and donor mechanisms (I.e. direct, drives, internet, etc)
 - Targeted, tailored, and differentiated donor propositions
- Expanded view of donor giving - “a more than money” mindset
- Leveraging of networks/ all CARE stakeholders
- Use of dedicated/experienced fundraising resources



Identifying the full range of possible CARE donors, understanding their drivers and what they can “donate” will enable tailored and targeted propositions to be developed

CARE Donor Segments	What can they “donate?”	Donor Drivers/ “Hot Buttons”
<ul style="list-style-type: none">• Singapore Government<ul style="list-style-type: none">• National associations/agencies• Non governmental organizations (NGO)• Foundations (I.e.family)• Associations/ Groups (I.e. religious, trade, school, community, network,etc)• Corporations/ Businesses (I.e. large MNCs, regional businesses, SME, etc)• Individuals<ul style="list-style-type: none">• High net worth• “man on the street”• Influencers (I.e editors, etc)	<ul style="list-style-type: none">• Money• Time/ Energy/ Commitment• Resources (I.e. property, locations, classrooms, equipment)• Capabilities/ Expertise (I.e. PR, Marketing, consulting, banking, fundraising, Legal, etc)• Networks/Contacts (I.e Govt, International, regional, associations, corporate,etc)• Influence	<ul style="list-style-type: none">• What are the hot buttons for each donor segment - that enable CARE and its mission/ objectives to resonate with them - and compel them to “donate?”• Identifying what “donations” each segment can best make is critical?



Specific CARE donor propositions need to be developed for each donor segment, and utilizing the most appropriate approaches

Overview of CARE donor segments, donation types, propositions, and approaches

WHO?			FOR WHAT?				WHY?		HOW?									
Donor Segments		Profile	Donor capability			CARE Priority	Hot Buttons	CARE donor proposition		Approach / Medium								
Major type	Category	Name	\$\$\$	Time	Resources	Network	Expertise	Proposition	Key messages	one on one meeting	Presentation	grant writing	fundraising drive/ event	direct mail	internet	alliances/partnership	campaign	other
Singapore Government	National agencies																	
Non Government organization (NGO)																		
Foundation Association Groups	Religious																	
	School teachers association																	
	Trade																	
	Community																	
	Network DUAL																	
Family foundations																		
Corporate	Int'l MNCs	Morgan Stanley																
	Regional MNCs																	
	SMEs																	
Individual	High net worth																	
	"man on the street"																	
	Influencers																	
	Volunteers																	

Note:
 "Corporate Client " Donor proposition and presentation by Sze Meng is an example of what needs to be developed for each donor segment

Adopting a four-stage Donor Development and Cultivation approach will foster a productive and integrated CARE donor base that can be leveraged regularly



Overview of 4 stage donor development and cultivation approach

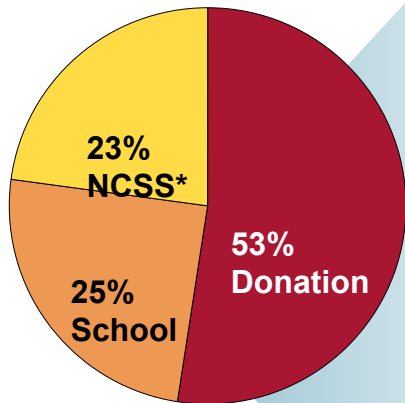


WHO?			KEY MESSAGES	DONOR PRIORITY	STAGE DONOR CULTIVATION and MANAGEMENT APPROACH				RESPONSIBILITY	SUCCESS MEASURE RESULTS	
Donor Segments			Profile	CARE donor proposition	(I.e. high, medium, low)	Identify and prioritize Donor Target(s)	Develop and Share Donor Proposition	Cultivate donor relationship	Maintain, Manage and leverage donor relationship	Person responsible?	
Major type	Category	Name									
Singapore Government	National agencies										
Non Governmental organizations (NGO)											
Foundations/Associations/Groups	Religious										
	School	teachers association									
	Trade										
	Community										
	Network	DUAL									
Family foundations											
Corporations	Int'l MNCs	Morgan Stanley									
	Regional MNCs										
	SMEs										
Individuals	High net worth										
	"man on the street"										
	Influencers										
	Volunteers										



With its donor-centric model and mechanisms in place, CARE should be able to proactively increase its funding resources to meet its financial needs, realize its mission, and help more at risk youth in Singapore and perhaps the region.

CARE's Financial Support



Current Operation Budget of S\$700K

- With expanded and consistent funding, CARE can reach a greater percentage of the more than 8,300 estimated at-risk youth that exist each year
 - It requires ~**S\$500** of donation for CARE to reach out to one at-risk child annually. Current reach is approximately 700 youths.
 - Realizing an additional annual funding increase of \$250K will enable CARE to reach out to over 500 additional at-risk youth
- With this greater funding, CARE will also be able to put in place the necessary infrastructure and manpower resources required to successfully develop the “success story” in each CARE kid

There are several important next steps required to develop and implement this donor cultivation model and approach at CARE



1. Identify and prioritize CARE donor segments
 - Develop profile and specific targets
 - Prioritize according to donor capability and CARE need
2. Develop CARE donor propositions and key messages for highest priority segments
3. Determine the most appropriate donor approach for each segment and develop the required collateral/material to best deliver that message and proposition
4. Refine and tailor propositions
5. Orchestrate effort across all donor segments and assign responsibility to key CARE individuals
6. Set specific donor targets for each segment and identify measures of success
7. Implement CARE donor campaign and measure progress. Refine approach and messages as appropriate and ensure alignment with organization objectives/values/