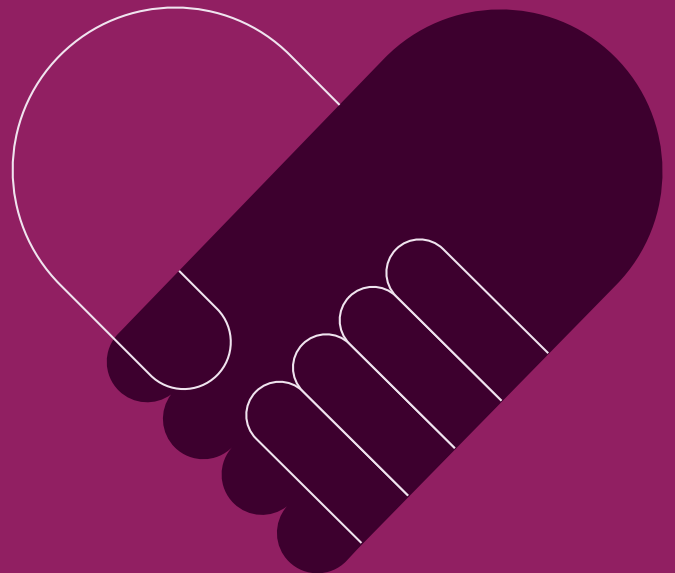


Kingsley Aikins

Promoting Philanthropy **25 Tips for Fundraising** **in Tough Times**

The Networking Institute



25 Tips for Fundraising in Tough Times

Introduction

The last few weeks have seen the arrival of the Coronavirus and the world experience unprecedented turmoil. We now find ourselves in a position where it seems just about anything could happen. Today we don't know what tomorrow holds. Things considered unthinkable in the past have come to pass. Previously lives were permanent and predictable – not any more. Doom and gloom prevails and forecasts of the apocalyptic collapse of the world economy abound. People are nervous and even scared. We are staying apart and yet we all crave connections – we are, essentially, social animals.

This is, and will continue to be, a difficult time for all of us in the non profit sector particularly organizations that depend on the generosity of the public to stay afloat. We all know that things will not return to the way they were. Donors will not be the same. They will re-evaluate their priorities. However this might benefit organisations who are involved and aligned with a new form of thinking. People may reflect more on the basics of what makes them human and hanker after a more responsible form of living in a community and a wider world. They may realise that the instant gratification of buying stuff in pursuit of happiness is no longer enough. They may want to do things more simply and slower. They may reflect on significance and impact rather than success. They will have noticed the beneficial effects of enforced hibernation on the environment. As we are physically apart we will have to rely on our organisation's distinct culture to bind us together. Also what we do now will be remembered when this crisis passes. Recent global research by Edelman has indicated that how organisations respond to this pandemic will have a huge impact on customers likelihood to buy their goods or services in the future. Now is the time to show up and step up. The world is watching.

So what should we do and how should we react? We need to really listen to what our people are thinking, feeling and fearing. We need to show anticipatory leadership which is about taking people on an emotional journey and imbuing them with a sense of hope. We need to review and streamline our organisations and sector. We need to be creative and come up with ideas and solutions that would never have crossed our minds if this crisis hadn't happened. We need to look after ourselves and our colleagues. We need to test drive remote working and see what pieces of it we could keep when things get back to normal. We need to envisage what this new world will look like and plan for it.

The following 25 Tips for Fundraising in Tough Times are based on the premise that this is not the end of the world. At the time of the Global Financial Crisis in 2008 Neil Hennessey, President of the Hennessey Funds, was quoted in the Financial Times as saying "Remember that there is only one end to the world and this isn't it. We will get through this. Like a large kidney stone, it's going to pass but it's going to hurt".

My background has included working for 21 years as a fundraiser for a global philanthropic organization called The Ireland Funds and I was based for many years in Australia, Ireland and the US. In the latter the defining event during my time there was 9/11. I still remember clearly the following day realizing we would not be able to continue as an organization raising philanthropic funds for projects in Ireland. The shock of the event and the sense that the world had changed dramatically convinced me that we had no future and that we had no alternative but to close the organization. However, wiser heads prevailed, we pivoted the business, we altered the focus of our efforts, we kept close to our major supporters, we listened and engaged the talents of our Board and we adjusted our cost base and slowly we climbed back out of what seemed like a huge hole. There was no one single thing but a mix of initiatives and changes that helped – we continued doing the same things only differently. The next two years were our best ever till then. The key was to be willing to change and adapt to different circumstances.

If, because of this turmoil, everybody turns inward and keeps low then no progress will be made. However, if a certain proportion go forward cultivating their donors (while understanding their current difficulties), communicating their increased needs and reaching out to new support then these organisations will be ahead of the others who have stayed on the sidelines. In the new environment you can either be a bystander or a player.

The key now is to manage the crisis, develop strategy and not to panic. We all need to step back calmly and revisit all our assumptions. We need to analyse our mission, communications, supporters and audiences. Long time supporters need to hear from us and new audiences need to be cultivated, new sources of revenue identified and new ways to cut costs considered. Much of what is happening now is outside our control and we can do nothing about it. So focus on the things in your organisation and environment that you can influence and change. So, despite everything that is going on in the world right now the onus is on all of us in the non- profit world to continue and increase our work and to show leadership. Make this a defining moment for yourself, your organization, your board, your donors and your sector. Tough times never last - tough people do. Don't get discouraged - get busy. And, as the old Irish saying goes "When business is down that's when you paint the shop".

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If you want happiness for an hour, take a nap.
If you want happiness for a day, go fishing.
If you want happiness for a year, inherit a fortune.
if you want happiness for a lifetime, help somebody.

~Chinese Proverb

25 Tips for Fundraising in tough times

1. Focus on Mission

In all studies done throughout the world on why people give the number one reason invariably is belief in the mission of the organisation. Now is a good time to examine your mission and see if it is still relevant or if it needs to be tweaked or fundamentally changed given the changed circumstances. Compare it to other organisations and see how you stack up. In difficult times the mission becomes all important.

2. Develop a Strategy

This is the time your donors want to see you do 2 things -manage the crisis and work to a measurable plan. The circumstances provide you with an opportunity to engage your leadership in long range planning. Strategic planning is a tool for transforming and revitalising your organisation. Set realistic goals, define action steps and responsibilities explicitly and get the views of many. The strategic plan is not a wish list, a report card or a marketing tool. Nor is it a magic bullet or quick cure for today's Coronavirus crisis. What it can do is identify your organisation's strengths and weaknesses, spot new opportunities and ways to do things differently. It will provide an invaluable blueprint for growth and revitalisation enabling an organisation to take stock of where it is , determine where it wants to go and chart a course to get there.

It is critical that you engage your leadership in developing this strategy. A good guiding principle is to "Do the same things only differently". This will permit you to engage many people and ask for advice. The cliché is 'if you want money ask for advice'. We all have great resources of talent on our boards and among our supporters. Meet them, call them and ask them "If you were me what would you do?" People are always flattered when asked for advice.

3. Cut Costs and Consider Consolidation

The current crisis and downturn in giving will mean that many non-profit organisations will have to cut costs which will be painful. There is no easy way to do this but, in terms of staff, try to keep frontline askers i.e. those people who interact with donors. Make sure all staff have job specs with precise and measurable goals and objectives which are reviewed regularly.

There is a huge proliferation of non-profits which means there is duplication in the sector. This may be a time to consider merging with other organisations with similar missions.

A good outcome from a bad situation could be the emergence of a stronger sector. We all know that money is attracted by strength not weakness. Philanthropic money goes to organisations that have the capacity to grow and carry out their mission.

4. Remember the 10 Fundraising Facts of Life

It is critical that everyone involved understands the following:

1. Money is not given – it has to be raised.
2. It does not come in – it has to be gone after.
3. It is not offered – it has to be asked for.
4. Money is the oxygen of your organisation.
5. Money is not raised at your desks.
6. Asking is your greatest fundraising tool.
7. Money is attracted by strength, not weakness.
8. People like to support winners.
9. People need to be inspired by a vision.
10. If you're not asking your donors for money, somebody else is!

5. Lead your Boards and Mine Your Database

It is important to realise that no matter how talented your board members are in their respective fields they probably are not familiar with fundraising. Accordingly, the Board's effectiveness and engagement is directly related to your input and guidance i.e. we get the boards we deserve. Our challenge is to offer them a way to find their passion and pursue it to improve the lives of others. We have to lead this process. It won't happen without us. We are the professionals at work on this fulltime. They are part time volunteers with limited time, understanding and energy. We have to educate. It is a case of 'the Board as your boss -you as their leader'. They think fundraising is the same as asking (which they don't want to do) and thus take no part in the other 95% of the fundraising process. We have to show them that fundraising is a much more complicated process than just soliciting and show them easy ways to support fundraising that doesn't involve soliciting.

They have to be convinced that the conversation is not about the money - it's about the mission.

As with all sales the most likely person to give is somebody who has given before. Strangers don't give. Analyse your data base and build your prospect pool. Track and collect data on your supporters. Develop visit and call reports. Even if they are only by phone or Skype/Zoom. Include follow up steps in call report summaries. Track 'moves' with prospects. Create individual strategies for individual donors. Design an individual plan for each of your top 25/50 donors. We all let prospects fall through the cracks. They may not want to give now for obvious reasons but that is not to say they won't be in a position to do so in the future. Work out what you do each month with each prospect.

6. Ask, ask, ask

The number one rule in fundraising -if you want to get, you have to ask. Nobody is going to ring you or call into your office to give you a cheque. Life just doesn't work like that. Before asking for money there are lots of things you can ask your supporters for which is an acceptance that right now might not be a good time to expect people to donate funds.

However you can ask for contributions such as –

- Advice
- Involvement
- To sit on a committee
- Feedback
- To thank others
- To talk to the press
- To proofread a document
- To make an introduction
- To call a grantee
- To call a specialist
- To take people on tours of projects.

You might also reach out to your best supporters and ask them to sit on an Emergency Committee to consider a range of options facing the organization. These meetings may have to be done virtually given the issues of social distancing and holding meetings.

7. Go back to basics

The key to success in fundraising is building long term deep and abiding relationships with people who have the capacity and propensity to give to your organisation either now or at some time in the future. Systems do not raise money, people do, and individuals only give money away to other individuals whom they enjoy and trust.

Despite the Coronavirus crisis the fundamental basics of fundraising will not change. A small number of people, perhaps as few as twenty, can help get you through this crisis. Who are those 20 people? More than likely they will be existing long term supporters of your organisation rather than people new to your organisation. Think of asking your key people to contribute to a special Development Fund to help you manage the crisis and plan for the future. The most helpful philanthropic gift you can get in the current climate is one that will help you survive and thrive and eventually fund the ‘development of development’. This will not come from strangers but from those closest to the organization. A lot can happen that does not involve asking for money. Take this temporary interruption as an opportunity to work on the areas that get ignored in the busy times.

Fundraising is a 4 step process that takes time:

Research, Cultivation, Solicitation and Stewardship.

Fundraising is 90% research. It tells you not what some person or organization ‘will’ do but what they ‘can’ do. This phase can take place even now when everything is shut down. The objective is to get as much information as possible to decide the right time, the right project, the right amount, the right setting and the right person to ask for a contribution. Information can come from formal sources such as online, print, databases and recognised sources. In addition informal information can be gleaned from colleagues, friends and associates. Fundraising is a contact sport – a business of lists. Through this research phase you will be able to build a ‘donor pyramid’ supported by lists of suspects and prospects. Good prospect research helps you to determine, evaluate and qualify individuals, companies and foundations.

Continuous cultivation is the process of moving people from a state of unawareness to general awareness to informed understanding to sympathetic interest, to engagement, to commitment and finally to passionate advocacy. The task of cultivation is to move people along this continuum. Nobody was born loving your organization – it is a learned experience. People are not altruistic at birth. Regardless of income, people aren’t casual about parting with money (maybe that’s why they have it in the first instance!!) Rarely will

a sizeable gift come from somebody you don't know, rarely will a sizeable gift be a donor's first gift and rarely will it be his or her last gift. Wealth and generosity are not related and the wealthy won't give until the organisation is important to them. Cultivation needs discipline. Ask yourself each week what you are doing with your top prospects. Distinguish between activity and progress.

Great relationships in fundraising happen the same way great friendships happen. You get to know people, you share things with them and you are intrigued with them. You become part of their lives and they become part of yours. Make them insiders to your organisation. They want to become 'family' which means they need to know about your organisation 'warts and all'.

Don't be afraid to share problems with them and ask them to help resolve issues, such as dealing with this current crisis. The greater a supporter feels like an insider the greater the stake he or she has in the organisation and the larger the investment he or she can justify. Much of this cultivation period is about having conversations and getting to know your prospective donors on a number of different levels. It's about building trust in you as an individual and, by extension, the organization you represent. Through this process you learn about the donor's volunteer activities, the non-profits they have supported in the past, and why, their hopes for the future, what goals and objectives they have in life and what legacy they want to leave.

8. Appeal to the Generations

There are now record numbers of 'Baby Boomers' (those born between 1946 and 1964) who want to add a meaningful 'third act' to their lives and getting involved with non-profits who are responding to this crisis would be of interest to them. They are wealthy, healthy, educated and curious and want to give something back. They have resources in terms of skills, ideas, contacts and finance. They want a second crack at saving the world given the evident failure of their first attempt 40 years ago.

Philanthropy could be their way to make an impact. The Intergenerational Transfer of Wealth means that the greatest cache of wealth in the history of mankind is now in the hands of people aged 60 and over. Despite the plummeting stock markets it is possible that much of this wealth will return when the crisis passes so don't give up on these people because of recent events. In terms of its transfer they only have 3 choices as to what they do with this wealth. Firstly, give it to their children and the reality is that heirs are going to inherit large amounts of money. However there is also the view that leaving large amounts of money to children can destroy them. The second option is to give the money to the government in tax and most people don't seem to like that option. The third option (and there aren't four) is to give the money away philanthropically. Already we are seeing significant major gift contributions to hospitals and medical facilities and those people and organisations involved in the fight against the Coronavirus and this is only going to increase in the future. We sometimes say that life is about going from struggle to success and from success to significance and it is in that latter period that people begin to reflect on their legacy, their 'mark in the sand' and what they want to be remembered for.

At the same time you need to have strategies to attract the next generation who bring energy and enthusiasm and represent different age cohorts. Millennials (those born between 1981 and 1996) are often looking for purpose and seek out companies with sustainability strategies. Although often not in a position to make significant contributions they bring other things to the table and often stay loyal to organisations that they get involved with early in life.

9. Take advantage of technology

Fundraising is a contact sport and the velocity of these contacts is increasing. Technology allows people, money and knowledge to move quickly.

Mine your database which is a rich source of information. Technology will allow you to go from mass marketing to one-to-one.

The era of mass marketing through mass media is over. Develop information rich relationships with your key donors by providing individualised data that relates only to them. This will enhance their sense of engagement and involvement.

During this crisis we are seeing organisations develop fundraising efforts online. An example here is the Irish Cancer Society who run a very successful annual Daffodil Day where members of the public buy daffodils from volunteers in the streets. Annually this brings in €4 million, which is a fifth of their annual funding of €20 million. This year, with support from Twitter Ireland and Rothco (part of Accenture Interactive), they have moved their fundraising online and launched 'Digital Daffodil' in partnership with Boots, the chemists.

10. Use your volunteer skill base

Don't let high powered people do low level work. They are longing to do meaningful work so don't have them licking stamps! They are smart people who don't want to do boring work. Trawl your database to find people with specific skills relevant to your needs and match them up.

Build small teams e.g. a new Technology group, a Long Range Planning group, PR and Communications group, Young Leaders group, Women's group etc. They may not be in a position to contribute financially now but times will change and the hard work you put in now in getting them involved will pay off in the future.

11. Put yourself in your donor's shoes

When circumstances permit spend more time with the people who support you most and study their psychology. Till then begin this process by phone.

Find out why they like you and the organisation. The more you study them, the more you will be able to identify more people like them.

Organisations often don't know why people give to them.

They don't realise their real appeal because they've never asked and they've never listened.

They may have a unique appeal they are not even aware of.

You don't need a consultant to find this out – you just need to ask and listen. To build a stronger relationship with a friend you don't need to buy expensive presents, you just need to spend more time with them.

12. Engage with Emotions

Fundraising is an emotional business. No matter how difficult the financial crisis is for your supporters and donors it is probably worse for many that you look after. Also, point out that your donor's country, even in its darkest economic days, continued to donate to build churches, libraries, schools, hospitals and support projects in the developing world. An

interesting project is to look at the city or area that you live in and list the institutions that people enjoy today that would not exist were it not for the generosity of people in the past. This reinforces the notion of encouraging people to 'be good ancestors' and 'plant trees under whose shade they will not sit'.

A point of distinction for non-profits from business is that what donors feel is often more important than what they think. That's why your cause must catch the eye, warm the heart and stir the mind. What motivates your supporters is not statistics, graphs and strategies but ideas and philosophies that bring a lump to the throat and a tear to the eye.

Remember, Martin Luther King said, "I have a dream", he didn't say 'I have a strategic plan'. As always the challenge is to strike a balance. Key to this is telling stories - you have a huge number to tell. Support stories with statistics and statistics with stories. The essential difference between reason and emotion is that reason leads to conclusions but emotion leads to action.

13. Remember what donors are looking for

Philanthropic investors are looking for:

- A compelling mission that engages them in issues
- A clear vision that brings about change
- A solid track record
- A high return on their investment
- Professional staff who demonstrate the 3 'E's - Energy, Empathy and Enthusiasm
- Potential for leverage/matching funding
- Timely and open response to enquiries
- Regular information and feedback
- The ability to be part of decision making
- Thanks and recognition
- An opportunity to have fun with people they like with shared values in a collegial environment
- Emotional involvement
- A way to give back and do something significant
- The chance to ensure others have what they did or didn't have.

14. Remember Education is more important than PR

There is a tendency to believe that getting good PR will solve all of your funding problems. People will read about the good things you are doing and money will flood in. It rarely works like that.

To raise money you must ask person-to-person regardless of any well-placed stories. Most fundraising campaigns depend on a relatively small number of major donors (20 people can make or break a campaign) and their decision to give won't be much influenced by the media.

Think instead in terms of educating them about the cause, the people and how people's lives will be changed.

Nonprofits need to communicate with individuals, not masses – it's the only thing that works.

Publicity is important in building an image in the community, but it shouldn't be relied upon as an avenue for fundraising.

Raising awareness of your impact and credibility as an organisation contributes to your brand recognition and, in this sense, paves the way for good one-on-one fundraising.

In all the publicity that you do, use real people being touched in real ways by your organisation's work.

15. Organise a retreat

This will be difficult as long as social isolation is in practice but you might consider having a Zoom/ Skype call to bring everyone up to date not just on your organization but also on each other. The idea is to get their full and undivided attention and reignite their passion about the good work your organisation is doing.

You want to remind them of the need to have a sense of collective ownership of your mission, goals and strategy and how you should approach this crisis.

Shared values glue boards together.

Your supporters start saying 'we' should rather than 'you' should.

By collectively accepting the new challenges facing the organisation they are also accepting the responsibility of raising the funds necessary to achieve them.

16. Develop the Elevator Speech

In a fast moving world drowned in messages, your organisation needs to have the 'Elevator Speech' that everybody associated with you can deliver.

What this means is that you need to be able to answer the following questions before the elevator gets to the top floor:

Why does your organisation exist?

What does it do?

How does it do it?

Where is it going?

Why is it deserving of support?

What's its plan for survival in this time of crisis?

17. Offer time to pay

Nearly all major gifts to non – profits are pledges over time (and many of them are gifts of stock). By asking for a gift over a certain period of time, one reduces the 'pain' of the gift.

Normal pledge periods are 3 to 5 years and many donors end up paying them off early. Ask them to sign a pledge card (nonbinding legally). A nonbinding pledge allows the donor a way out should exceptional circumstances prevent him or her from honouring the pledge. This could be particularly appropriate in the current climate.

18. Develop a stewardship programme

Stewardship is based on the realisation that there is a life cycle to giving and giving is a habit.

If donors are stewarded well they give and give. Whereas some, not many, are wary of recognition, everybody appreciates acknowledgment and thanks. This should not be

regarded as a chore.

Remember that first impressions last and this is a way that you can be better than other organisations. It is part of the process of moving from monologue to dialogue with a donor and is an opportunity to integrate your brand values into the communication.

Neglect of stewardship is the foremost cause of donor drop-off in nonprofit organisations. People who give their money and then feel ignored will find another organisation where they feel appreciated and involved.

Experts report that it costs 4 times more to attract a new donor than it does to keep an existing one.

Use stewardship as an opportunity to build a deep and meaningful relationship with your donor.

Stewardship has to be the business of all the non-profit employees not just the fundraising staff. That's why it pays to have a written stewardship plan in place. The objective is to report on the impact of the donor's investment on the organization and the ways in which that impact advances the donor's interests, issues and values.

Remember – every gift is a down payment on the next gift.

Look back on all the gifts your organization has received in the last two years and contact all these donors with reports on how the money was used and how it impacted on the mission of your organization. If possible connect the recipients of the gifts with the givers which is always a very powerful form of stewardship.

19. Do 5 'thank yous'

A single thank you letter is not enough. We used to aim for five 'thank yous' as follows:

A handwritten thank you card that goes out within 24 hours of getting the gift.

The official thank you letter and receipt which is used for tax purposes.

A personal phone call from the regional director to go with the CEO's thank-you.

Two thank-yous by phone from other Board members (who are givers themselves) outlining the impact the gift will have. During this exchange it is possible to find out why the gift was given and what objectives does the donor have and how they would like to be communicated with in the future.

It is important to find novel and effective ways of saying thank you, and an effective thank you programme will build and strengthen your relationship with your donors.

It is also a way of bringing the donor into contact with the results of his or her donation.

The most important reason that your donor is giving you money is to make a difference in somebody's life – the least you can do is report back. The bigger the sense of making a difference your donor gets, the bigger the future gets for your organisation.

Involve everyone in the organisation with saying thank you. It's not just the preserve of the CEO – let others build relationships. Just make sure all of the communications are one-to-one. They have more emotion and feeling than newsletters, press releases and mass mailings, which often fail to excite and make no friendly references to the individual.

20. Be alert to continuous giving

Your database is a goldmine of information and an opportunity to recognise and reward giving landmarks, such as when certain giving targets are reached or years of continuous support.

It always comes as a surprise to the donors and they are impressed when it is pointed out to them. One of the greatest human cravings is to feel appreciated – by not doing this you are suggesting that you are taking people for granted – that’s not good enough. So delve into your database and find ways to recognize and reward the ‘unsung’ heroes who have been supporting you over the years.

21. List and involve spouses

All major gifts are joint decisions, so always pay attention and tribute to the spouse. Organise events and occasions that include them and get to know their interests, hobbies, what nonprofits they support, etc.

Make sure their names are included in any lists and listen to what they say, ask them for advice and involve them in decision making.

Major gifts tend to be joint decisions so be cognizant of that.

22. Move from taking to giving

In our fundraising mindset we tend to look at ourselves as takers of money. This puts us at a disadvantage and it doesn’t make us feel very powerful. The challenge then is to look upon ourselves as givers and shake off the Robin Hood identity. Here is what we all have to give:

Ourselves: our passion, personality, enthusiasm, wit, humour, charm

Knowledge of our cause, our organisation and our competitors

What’s happening around the world

How other organisations are responding and reacting to the Coronavirus crisis

Insights into issues, solutions to problems, opportunities to invest, ways to make a difference

Emotional and memorable experiences

Fun and friendship and access to people

Acknowledgment; innovative, highly personalised thank yous. All of these will make you at ease with your donors and they will begin to thank you for the relationship.

23. Try asking and why staff are sometimes better than volunteers

Many textbooks say that the only person who can ask for a gift is somebody who has themselves made a gift of at least the same amount as that being asked for. My experience when I was at The Ireland Funds, was that very often senior staff can also make asks. With board members so much busier these days, it is sometimes the only way to ensure that asks get made on a regular basis.

There are even some reasons why staff are better at asking than volunteers:

Desire – Staff often enjoy asking whereas volunteers can lack enthusiasm and persistence.

Dealing with Objections – Volunteers often don't know how to handle objections whereas staff can be trained.

Enthusiasm – Volunteers tend to be enthusiastic about the invitation or programme but not about asking.

Time – For staff, major gift solicitation is our number one priority and what we spend our time thinking about –this is not the case with volunteers.

Training – Volunteers don't take to training and, usually, don't understand sales.

Preparation – Staff prepare diligently for each ask – volunteers rarely do.

The Ask – Often volunteers are not specific, the 'whatever you can give' approach. Staff ask for specific amounts.

Accountability/Follow Up – Good staff do this naturally, volunteers don't.

Trading Euro – Volunteers are afraid that they will be asked back – this doesn't apply to staff.

Skill – Over time staff can become very accomplished major gift askers. Development is a sophisticated, challenging and competitive profession that requires total commitment.

24. Time, Treasure and Talent

Everybody can help in some way however small it may be. Extraordinary times require extraordinary support. We may be surprised by the extent to which people want to lend their shoulder to the wheel at this time of crisis. There are many ways people can help. Work out a series of options and go sell them.

25. Summary

To sum up this is all about change and how to respond to it. The landscape and architecture of the world's economies and societies have been changed dramatically in the last few weeks. There is a sense we are in uncharted waters, the world will never be the same again and we don't know how it will affect our daily and professional lives.

It would be naive to expect our sector could sail on unaffected so we have to be willing to accept and embrace change. Change will become the new normal. But it has always been so. I think everybody will accept that the strategies that got us to where we are today will not get us to where we want to go in the future. Success in the past is no guarantee of success in the future. We live in a world where if you want to stay the same you have to be willing to change. Or, as the legendary management consultant, Peter Drucker, put it many years ago "To create the future you have to be the enemy of today".

Last word...perhaps, just perhaps, where we are going will be a better place than where we have been. Speaking to this point Ireland's President Michael D Higgins said recently -

"The Coronavirus crisis provides an opportunity for the world and society to do things better in the future. The world cannot drift into some notion that we can recover what we had and that would be sufficient. We must recognize the importance of people who do basic jobs that enable society to function – the people who are driving supplies, the people who produce food, the people who arrange for it to go on shelves, the people who do all the things maybe we have taken for granted. We have learned lessons in relation to healthcare and equality in relation to what is necessary in terms of income and the necessities of life. There will be a wonderful opportunity to do all this better."

About the author



Kingsley Aikins is the founder and CEO of The Networking Institute based in Dublin, Ireland. The Networking Institute (TNI) coaches organisations and individuals to reach their full potential through networking. TNI have developed a series of online training courses in Networking, Philanthropy & Fundraising, Speaking & Presenting and Diaspora Engagement.

TNI have worked in 30 countries with governments, multilateral organizations, major corporations and non-profits. Prior to establishing TNI Kingsley worked 21 years for The Ireland Funds, a global philanthropic organization based in the US and before that he was for 8 years the Sydney based representative of the Irish Trade Board and IDA Ireland. He is an Economics and Politics graduate of Trinity College Dublin.

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