

WSA FUNDRAISING STRATEGY 2012-13

– d r a f t –

CONTENTS

STRATEGY OVERVIEW

a short and long-term strategy to stabilize and increase funding at all levels, and to fulfill the mission of Subud

- SUBUD ORGANIZATION
- 2012 BUDGET
- GOALS
- FINANCIAL OBJECTIVES
- STRATEGY
- DATA BASE DEVELOPMENT
- COMMUNICATIONS (including new Preparation Materials website)
- COUNTRY CONTRIBUTION DEVELOPMENT
- SUBUD ENTERPRISES

SUBUD

SUBUD

About 8,000
Active Members
in 80 Countries

WORLD SUBUD ASSOCIATION (WSA)

– 52 Member Countries –

International WSA
Helpers Chair

WORLD SUBUD ASSOCIATION (WSA)



WORLD SUBUD ASSOCIATION (WSA)

MSF

International WSA
Helpers Chair

WSC
*(WSA Chair, MSF Chair, 52 Zonal
Councillors represented by 8 Zone
Representatives)*

WSA
Exec

SESI

SDI

SICA

SYA

WORLD SUBUD ASSOCIATION (WSA)

MSF

International WSA
Helpers Chair

WSC
*(WSA Chair, MSF Chair, 52 Zonal
Councillors represented by 8 Zone
Representatives)*

WSA
Exec

SESI SDI SICA SYA

National National
Helpers Commit
Chairs

Regional Regional
Helpers Commit
Chairs

Regional Regional
Helpers Commit
Chairs

M E M B E R S

WSA 2012 BUDGET

| | |
|----------|------------|
| Expenses | \$ 448,296 |
| Income | 378,157 |
| Balance | -70,139 |

EXPENSES

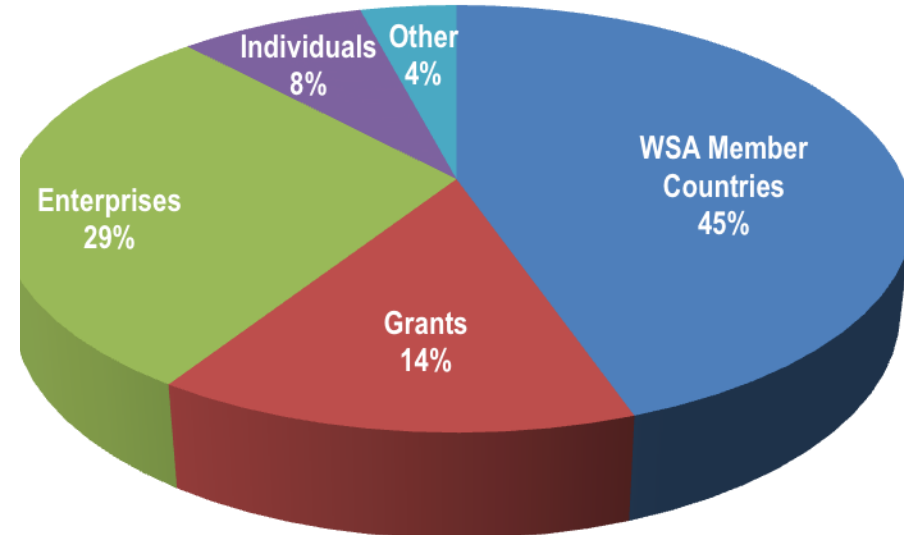
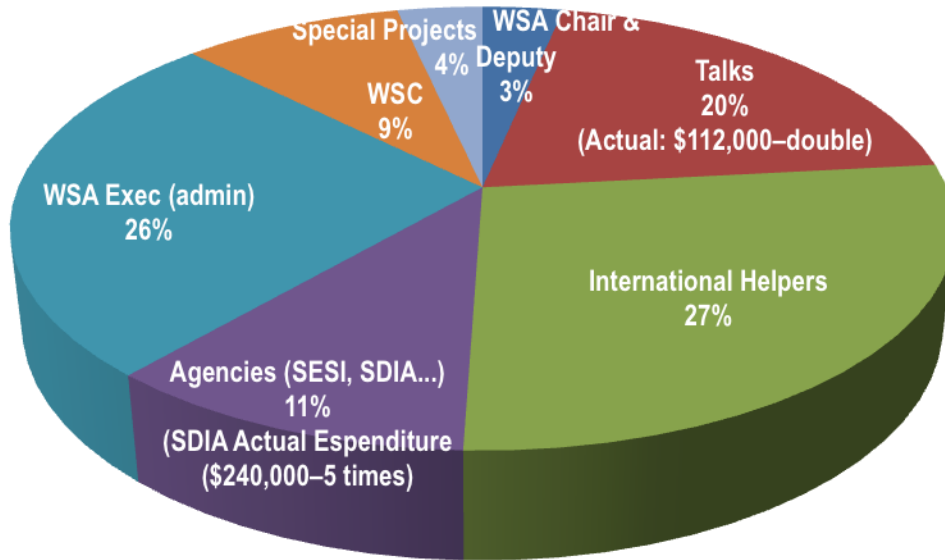
| | |
|---------------------------------|---------|
| International Helpers (18) | 111,053 |
| WSA-Chair & Deputy Chair (2) | 13,450 |
| WSA-Exec (administration) – (4) | 106,300 |
| WSC Zone representatives) – (8) | 36,832 |
| Talks | 65,000 |
| Agencies | 44,181 |
| Special Projects | 14,200 |
| Other | 44,4960 |

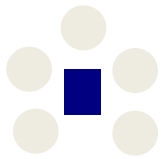
INCOME

| | |
|-------------|---------|
| Countries | 170,000 |
| Enterprises | 110,000 |
| Individuals | 30,000 |
| Grants | 52,500 |
| Interest | 5,000 |
| Other | 9,557 |
| Total | 300,000 |

WSA 2012 BUDGET

Expenses \$ 448,296
Income 378,157
Balance -70,139





GOALS

1

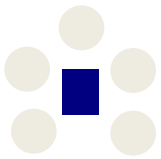
To close the current gap between WSA income and expenses, so that the present and future financial needs of WSA are met from the regular contributions of countries, enterprises and individuals

2

To assist national committees, regions, and centers to increase and strengthen the voluntary contribution flow from the membership to centers, regions, nations, and the international

3

To kindle the enthusiasm of national committees to encourage the establishment of Subud Enterprises within their countries to fulfill the mission of Subud

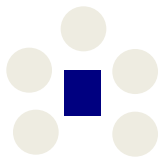


GOALS

- to be undertaken by WSA zone reps as a primary function for the rest of 2012 and beyond by forming working groups themselves
- by encouraging national committees to do so within their zones
- by encouraging national committees to encourage their regional and local committees to do so

3

To kindle the enthusiasm of national committees to encourage the establishment of Subud Enterprises within their countries to fulfill the mission of Subud



GOALS

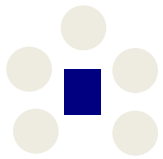
How to Form a Working Group

Councillors know the people in your zone (the same for national or local chairs for their country or group). All of you know who might like to be part of such an effort, leadership type people who can organize meetings. The job is to encourage such a person(s) to meet with two or three other members to see if they can come up with a good idea for a large business for Subud. If the person says, yes, then he or she finds two or three other people to join their team or the councilor or committee person helps them do this. That's it. It's just about putting people together.

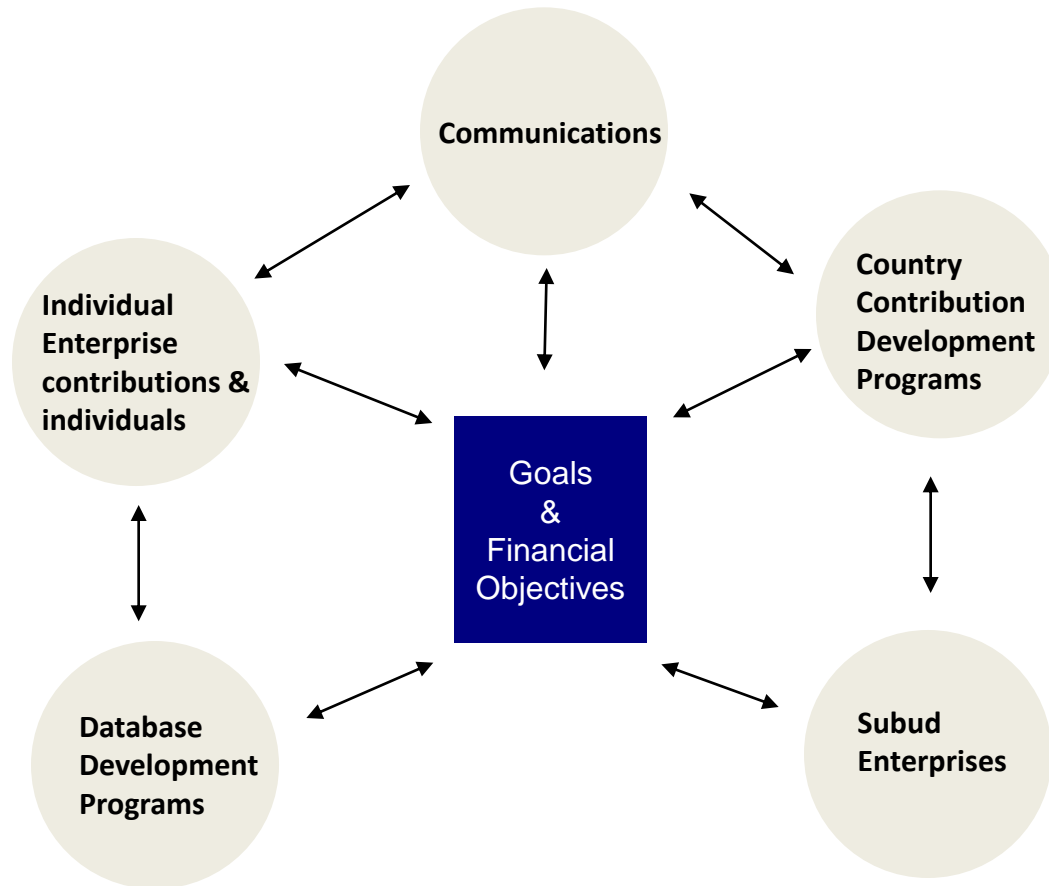
Working groups usually meet twice a month on Skype or in person. In the beginning, they just brainstorm, throw around ideas. Once they settle on the best one, they write a business plan. SES in their country or SESI can help them, if need be. When the business plan is ready, SES or SESI can review it for them to make it better or approve it. They can help them find capital to start it, too, if they need it.

3

To kindle the enthusiasm of national committees to encourage the establishment of Subud Enterprises within their countries to fulfill the mission of Subud



STRATEGY





Financial Objectives

1

2012 Financial
Objective:

Close deficit

Derived from increased
contributions from
individual enterprises,
member countries, and
individuals

2

2013 Financial
Objective: \$100,000
over balanced budget

By June 30, 2013:
\$50,000 committed for
2013 (50% of objective)

Amount is over and
above total WSA 2013
budgeted expenses, to
build Total Income, so
that more money than
currently, can be spent
on WSA programs

Derived from:
individual enterprises,
member countries, and
individuals

3

2013 Financial
Objective: \$100,000
over balanced budget

By December 31, 2013:
\$50,000 committed for
2013 (50% of objective)

Derived from:
• Significant increases in
member country
donations
• individual enterprises,
member countries, and
individuals



Strategy

2011 Financial Objective: \$65,000 – committed for 2011 by Dec 31, 2011

(50% of the projected 2011 deficit of (\$129,000))

Database Development Programs

Individual enterprises, member countries, and individuals

Communications

Country Contribution Development Programs

Subud Enterprises

2011

Oct

Call list of individuals and enterprises entered by WSA Exec into password protected, select permissions, profile database (set up by Web Services Shop [WSS])

Target amounts for 2011:
\$1,000–\$10,000+ each

- UK-20
 - Can-15
 - US-20
 - Chile-10
 - Canada-15
 - Australia-15
 - Indon-10
- Total: 105+

at a 50% contribution rate, \$1300 avg per indiv (\$65,000/50)

Fund-raising Package emailed to Zonal Reps:
•2010 Audited F St &
•2011 Budget Explanation
•WSA Program Benefit Summary
•Database-driven pledge programs

WSA Fund-Raising Coord prepares for country visits to further explain:
•3-5% of income membership contribution
•database-driven pledge program
•WSA Benefits (Oct-Dec)

Enterprise Report distributed in 5 languages to
• national dewans
• Subud media

“To Enterprise” message conveyed by Zonal Reps to member countries



Strategy

Core Strategy – WSA Reps and National Dewans Direct contributions by Individuals & Enterprises

- Campaign announcement with attachments sent to national reps (dewans)
 - Follow-up telephone calls by Zone reps to explain
 - Objectives are to:
 - 1 Raise one-time 2012 pledge from enterprises and individuals for both the country and, if possible, for the WSA or one of the earmarked programs
 - 2 Increase country 2011 commitments to the WSA for certain countries
 - 3 Lay the foundation for a 2013 national pledge program in each country based on asking every member to contribute 3-5% of their income to Subud (local/national/international) followed up by a database-driven program
 - 4 Urge national dewans to form working groups at national, regional, and local levels to write business plans for collective Subud Enterprises with the help of SES national teams and SESI
 - 5 Urge partner organizations, where feasible, to do likewise (SDI, SYA, e.g., schools, other)
- STEPS
- 1 Coordinate international gift portal with each country
 - 2 Member countries to update and expand enterprise/individual list –this may mean calling every center or group to find out, as country database information is often incomplete
 - 3 Entering the information into profile database owned by each country, supplied by WSS, and shared with WSA according to privacy and other specific, permission to access or use guidelines
 - 4 Identifying who will make the fund-raising calls
 - 5 Organizing conference calls between Zone Reps and callers to: Review fund-raising package, answering questions, train callers, while adjusting approach to each country and particular individuals

2011

Oct

NOTE: helper participation in this program to be added after meeting with IHs



Strategy

2011 Financial Objective: \$65,000 – committed for 2011 by Dec 31, 2011

(50% of the projected 2011 deficit of (\$129,000))

**Database
Development
Programs**

**Direct
contributions by
Individuals &
Enterprises**

Communications

**Country
Contribution
Development
Programs**

**Subud
Enterprises**

2011

Nov

WSA fundraising profile database updated and expanded as call reports are entered by national fund-raisers and zonal reps

• Fund-raising calls begin

Announcement of Fund-raising campaign once agreements with member countries are reached.

• Candidate Preparation Materials website launches for English-speaking users

WSA Fund-Raising Coordinator visits Germany and UK

“To Enterprise” communications programs continue



Strategy

**2011 Financial Objective: \$65,000 – committed for 2011 by Dec 31, 2011
(50% of the projected 2011 deficit of (\$129,000))**

**Database
Development
Programs**

**Direct
contributions by
Individuals &
Enterprises**

Communications

**Country
Contribution
Development
Programs**

**Subud
Enterprises**

2011

Dec

WSA fundraising profile database updated and expanded as call reports are entered

First week in Nov, Fund-raising team conference call to compare notes and results

- Dec WSA Monthly Report sent following conf call

- Preparation Materials website expands in other countries and languages

- Password-protected cell phone/website access to Bapak 's talks in other languages expanded

WSA Fund-Raising Coordinator visits US, Canada, Australia, and Indonesia

“To Enterprise” communications programs continue



Strategy

**2012 Financial Objective: \$244,000 – committed for 2012 by Dec 31, 2012
(50% of the projected 2012 deficit of (\$122,000 + \$100,000))**

**Database
Development
Programs**

WSA fundraising profile database updated and expanded as call reports are entered by WSA fundraising team

**Direct
contributions by
Individuals &
Enterprises**

First week in Jan, Fund-raising team conference call to compare notes and results and plan for 2012

Communications

- First WSA Quarterly Report sent following conf call

- Preparation Materials website expands in other countries and languages

- Password-protected cell phone/website access to Bapak's talks in other languages continues development

**Country
Contribution
Development
Programs**

WSA Fund-Raising Coordinator continues to work with committed countries on pledge program and plans visits to more countries

**Subud
Enterprises**

“To Enterprise” communications programs continue

2012

Jan



Strategy

2013 Financial Objective: An extra \$100,000 over and above WSA 2013 budgeted expenses with increased member country contributions from new 2013 pledge programs

Database Development Programs

WSA fundraising profile database updated and expanded as call reports are entered by WSA fundraising team

Direct contributions by Individuals & Enterprises

First week in Jan, Fund-raising team conference call to compare notes and results and plan for 2013

Communications

- January WSA Quarterly Report sent following conf call

- Preparation Materials website continues to expand in other countries and languages

- Password-protected cell phone/website access to Bapak's talks in other languages continues development

Country Contribution Development Programs

WSA Fund-Raising Coordinator continues to work with committed countries on pledge program and plans visits to more countries

Subud Enterprises

"To Enterprise" communications programs continue

2013

Jan



Communications

Notes

Explanation

WSA 2010 Audited
Financial Statement
Explained

WSA 2010 Audited Financial Statement coupled with written explanation of benefits of expenditures and income sources

WSA Program Goals
and Benefit Summary -
2011-2013

- To be done

Campaign announced

Campaign announced in Subud media

SWSA-Exec
Monthly Report

A monthly emailed summary report of WSA activities and results.

Examples:

- IH visits to which countries and groups
- WSA Fundraising campaign results
- New cell phone access to talks launch
- WSC activities and results
- WSA Exec activities
- Partner organization programs with updates
- Candidate Preparation Materials Website – about
- Other...

Cell phone password
protected access to
Bapak's talks in
Indonesian only and
Indonesian/English

This program is undergoing changes at present



Communications

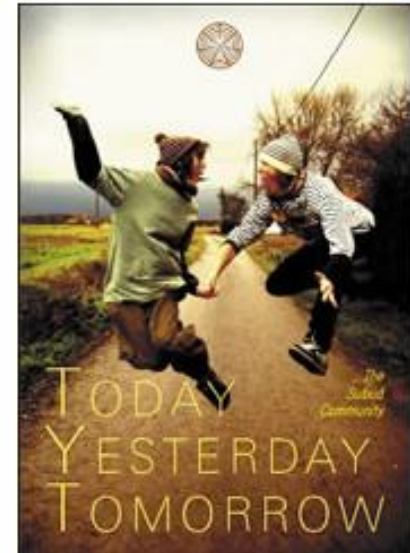
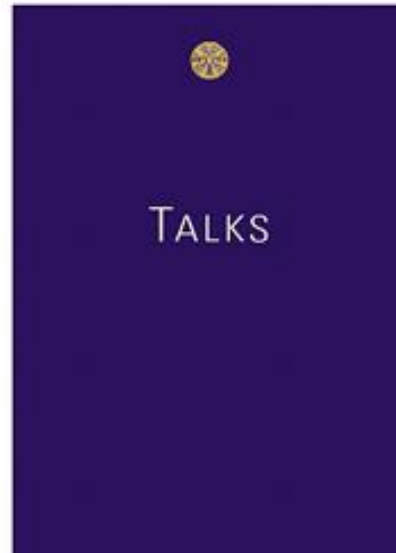
Notes

Explanation

Candidate Preparation Materials website launches for English-speaking users

Unique password protected site for people during their preparation period. Helpers give a website address to candidates where after filling out a form with their name, address, group, group helper, etc., they are given a unique password for access to the site.

Site includes the three talks Bapak approved for candidates, short explanation of how to read Bapak's talks and who Ibu Rahayu is, Views from Varindra Vittachi on how Subud came to him (excerpt from *A Reporter in Subud*), Robert Lyle on Subud and Culture (excerpt from *Subud*), and Matthew Sullivan on Subud and Islam and Christianity (excerpt from *Living Religion in Subud*),. FAQ's include short explanations of: the preparation period, how Subud began, organization and membership, and an overview of Subud today, its history, and future.





Country Contribution D...

Notes

Explanation

Country Contribution
Development Support
Program

Professionally run non-profit organizations, including churches and social groups, in the U.S., and many other countries who depend on voluntary contributions for their funding raise those funds through an annual pledge drive. The pledge drive is managed, in part, by a donor database in order to track contributions, follow-up on pledges, and provide communications.

When a member joins the association he/she is given a unique password after providing initial profile information. The password gives the member access to a range of communications sites for members only.

Several Subud countries have databases of their membership but the information has not been used to assist their fund-raising in a professional manner. The new WSS shop can now provide this service.

It is suggested that the WSA-Exec adopt among themselves and recommend that member countries ask their membership to contribute the 3-5% of annual income Bapak suggested to Subud, after they become convinced of the value of Subud. (For new members a minimum contribution of any amount would be asked for. For members of one year or more, the 3-5% would be asked for, and the information would be conveyed to candidates during the preparation period.)

Annual pledge drives usually start in September and end in December. Pledges are tracked through the database and progress reports are given through news web sites and email. Reminders are automatically sent to members who have not pledged after a certain time period. For those who do not pledge after one or two notices, the information is automatically sent to those responsible for personal follow-up.

Members pledge monthly, quarterly, semi-annually, or annually. Reminders are sent when the contribution date is near and/or when it is late. Contributions can be made through a credit card web portal, by bank or wire transfer, or by check. In the United States, for example, contributions are collected at the local level so by whatever method the contribution is made, the funds would go to that center's local bank account. It's the center who passes a percentage or budgeted amount to regional and national levels. There are a variety of technical ways to set this up to make administration and accountability automatic and easy, once the system is set up.



Country Contribution D...

Notes

Explanation

Country Contribution
Development Support
Program

It can be said that the Subud organization loses many thousands of dollars every month because we have never had a good way of either asking for money or collecting it. This has been true at every level. Centers have often struggled to just pay a monthly rent for lack of expertise in asking for and collecting regular contributions.

Setting up such a fund-raising system is time-consuming and involves professional expertise. But, as stated, once it is set up, it is relatively easy to maintain. With the expertise of the WSS shop we can now provide the technical know-how to make much of this possible.

The purpose of the proposed visits by the WSA Fundraising Coordinator is to work out with participating countries the particular issues in each country, to form a working relationship for ongoing communications with the WSS, and to assist after the visit with what will probably be ongoing issues.

The idea is to make these visits from this September to December and then help the participating countries during the first 9 months of 2012 to get ready for their first official pledge campaign that September.

The purpose of the program is to help the Subud organization fund itself reliably at every level, local, regional, national, and international. The added benefit for the WSA is that with systems in place in several countries in 2013, member country contributions to the WSA will significantly increase in 2013 and thereafter.

Many years ago, in the late 1960s – early 1970s, Subud Canada had a volunteer who managed such a system for them. Canada received pledges from every member. This Subud lady, who was retired, sent a reminder envelope to each member for their check. When a member forgot to send in their pledge, she would call them. During her time Canada's contribution to the WSA (ISC) was the most consistent and one of the highest.



Subud Enterprises

Notes

Explanation

Enterprise Report distributed to membership in multiple languages:

- country email lists
- websites
- Subud media

Sent with cover letter from WSA chair

“To Enterprise” message to be conveyed by WSC (World Subud Council) particularly the WSA Chair, WSA Exec, the Zone Reps and the Wings

As stated in Goal 3, the idea here is to “To kindle the enthusiasm of national committees to encourage the establishment of Subud Enterprises within their countries to fulfill the mission of Subud.” To that end the following draft ideas are suggested:

- that WSC (World Subud Council) members, where appropriate, explain what enterprise is, and how to develop them, during their travels and meetings, in particular collective enterprises or Subud Enterprises.
- that national committees form working groups of interested members to meet via Skype or other means to brainstorm national enterprise ideas.
- that national committees encourage center committees to do likewise at the local level, and regional committees at their level.
- that these efforts be coordinated with SESI’s efforts to develop national SES teams who can assist such efforts.
- that in the meantime SESI can help with any national enterprise business plans in the meantime

The idea is that if we start now, that by the end of our term several new Subud Enterprises, national, regional, or local, in addition to the financial enterprise SESI is preparing to launch, can be established.