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Regional Special Events and Creation of Fiscal Space to Enable SADC to Finance its Regional Programmes

Southern Africa Trust 2016

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Terms of Reference

In accordance with the Terms of Reference (ToR) below, the Consultant presents the attached Draft Report to SADC Secretariat in fulfilment of the Terms of Reference of the Assignment.

TOR 1 - Chapter 2

Review literature on special events, consolidate knowledge on status and potential for boosting alternative sources of income using this option and create fiscal space to finance regional projects. In this regard, the expert is expected to review the trends of regional EVE as a source of revenue for Member States.

TOR 1 - Chapter 3

Review special events and how these might be used to mobilising resources for regional projects, and what framework can be used to undertake such task of mobilising the resources as well as distributing them.

TOR 1 - Chapter 4

Recommend overall regional resource mobilization strategy and how this can be adopted in the country's development plans, strategies and options for promoting or incentivising to contribute financial resources to finance SADC regional programmes on a sustainable basis.

1. Background and Motivation of the Study

1.1 Background

Since its inception, most of the activities of the Southern African Development Community (SADC) have been implemented using resources from SADC Member States and from Development Partners. This model of funding has not worked well for SADC as it has contributed to most of the activities not being implemented. The situation has worsened over time with the increase of regional activities. For instance in the next five years it is expected that SADC will require approximately US\$260 million to fund its regional projects (i.e., coordination of activities, studies, capacity building initiatives as well as consensus meetings). The community will also need US\$64 billion to fund regional infrastructure projects. From the total amount of US\$64.3 billion required to fund SADC regional projects and activities, only US\$43.2 million is currently committed to this budget, and this translates to a financing gap of 99.3%. Furthermore, commitments from Member States and from Development Partners indicate a huge disparity, with only 9.2% of regional projects being funded by Member States while the balance of 90.8% is funded by Development Partners. This situation is not sustainable and if meaningful regional integration is to be achieved, dependence on donor resources needs to be reversed urgently so that the bulk of regional activities are funded by SADC Member States using domestic resources.

To address the growing need for resources alluded to in the preceding section, SADC and its Development Partners adopted the Windhoek Declaration in 2006 to guide cooperation between SADC and Development Partners for the achievement of the SADC socio-economic development agenda (as outlined in the Regional Indicative Strategic Development Plan - RISDP) and the overarching objective of poverty eradication.

As part of implementing the Windhoek Declaration, in August 2008, the SADC Council of Ministers directed the SADC Secretariat to explore sustainable alternative sources of income to minimise the inherent risks of relying heavily on the support from Development Partners (Council Decision of August 2008). This directive was reiterated in March 2015 during consideration of the revised RISDP 2015-2020 and Industrialization Strategy, when Council directed that a concept note on alternative sources of income be developed. The note was developed with the assistance of the Southern African Trust and presented to the Committee of Ministers of Finance and Investment at their meeting in Bulawayo, Zimbabwe in August 2015.

The Council of Ministers endorsed the recommendations made by the Committee of Ministers of Finance and Investment. It was recommended, among others, that the Secretariat constitutes a working group comprising experts from Member States to coordinate work on the development of a SADC Regional Resource Mobilisation Framework and in particular to:

- conduct detailed research into the various options of alternative sources of income, including consultations with relevant structures in Member States, and benchmarking with relevant organisations such as the African Union and other regional economic communities. The research will also include case studies;
- build consensus on the implementable options for alternative sources of income to support regional integration; and
- develop a comprehensive proposal on the SADC Regional Resource Mobilisation Framework and submit it to the Ministers for consideration and recommendation to Council in August 2016.

To advance the work on the alternative sources of income and development of a Regional Resource Mobilisation Framework that would support and catalyse regional integration through provision of viable options to alternative and existing mechanisms for addressing structural, economic and development needs, the SADC Secretariat has decided to develop the terms of reference which will assist in the selection of the consultant on regional events fundraising options (e.g., gala dinner, regional sports tournaments etc).

1.2 The Overall Objective of the Study

The main objective of the study is to analyse regional special events as an alternative measure to boost resource mobilization in the SADC region for financing regional programmes.

The specific objectives of this study are to:

- Analyse how this option can be narrowed down to a feasible proposal for operationalisation;
- Analyse the technical and legal feasibility conditions for this option;
- Analyse the required conditions for agreement that could be implemented by the Member States;
- Analyse the conditions needed to implement such a mechanism;
- Identify bodies at national level that could be involved in scoping the feasibility of such a mechanism, e.g., do we need to draw on the cross-border expertise from tournaments; private sector dinner arrangements; advertisements; and exhibitions?
- Analyse the economic and financial impact of this option on the various industries directly linked with this regional fundraising option and show how the impact can be minimised;
- Analyse how the contributions from this option can be made, given the territoriality principle when it comes to these options as a source of income;
- Analyse how much of the income will be generated from this option, given the territoriality principle when it comes to mobilising resources for public good in each territory;
- Show which parties of the society would bear the financial burden from this option; and
- Illustrate the process and timeframe for the implementation of such mechanisms.

1.3 Structure of the study

This study is divided into four chapters. Chapter 2 discusses briefly the literature on regional events. This is followed by a review of special events and how these might work in Chapter 3. We conclude with a brief policy recommendation for SADC Regional Resource Mobilisation Framework.

2. Brief Literature Review on Special Events

2.1 Introduction

In many developed and developing countries of today, fundraising is an ongoing activity for many organizations. In every case the ability of an organization to fulfill its mission is directly connected the level and dependability of resources. Fundraising, collecting money for a specific purpose, is one component of the broader term development. Development is inclusive of more than financial concerns, although that is the primary subject of the end result. It also includes the concept of the development of complex, strong, and loyal relationships with stakeholders, those people who have a vested interest in the success of the organization. Resource mobilisation officers raise income in a variety of ways and from diverse sources. Goettler emphasizes the importance of identifying all potential sources of revenue before establishing organizational and programmatic budgets. These sources may include earned income such as ticket sales, fees charged for services, or facility rental. However, in the case of development officers, the object is to develop sources of development finance support.

2.2 Fundraising Strategies-Special Events

Although the subject of this study is to look closely at the place of special events in successful fundraising, it is important to understand basic tools that have been traditionally available to fundraisers and the new tools that have become available in the twenty-first century. A brief

discussion of the major elements that make up the traditional tools of fundraising include the following:

- Direct Mail is, fundamentally, a marketing tool. Direct mail, which results in hard copy being delivered directly to a potential donor, is a useful tool because it ends up, however briefly, in the home and in the hands of a potential donor. It can deliver a clear message and include an "action step" that will prompt the recipient to what is suggested. The quality of direct mail pieces can also be effective in establishing a cohesive "brand" for an organization;
- Telemarketing provides a slightly more personal element to the solicitation, and allows for more response from the potential donor. The challenge of this technique is effectively train volunteers to make a compelling case on behalf of the organization; or, if professional fundraisers are employed, even simply personalizing the message is a challenge. Another challenge of this technique is the projection of credibility, an issue that often results from hiring professional fundraisers. Therefore, when engaging professional fundraisers, make sure that is registered with the Charities Bureau. Furthermore be sure to carefully read the final written contract before signing;
- Social Media as a tool for fundraising is the most significant development in the twenty-first century. Social media allows organizations to engage in a public conversation with followers with whom they hope to create long-term relationships. Social media has emerged as one of the most widespread points on the technology spectrum. Sites such as Myspace, Facebook, Twitter, and Instagram have made it possible to connect with clients on a one-on-one basis. Social media reaches a large audience inexpensively and allows you to market your mission with more marketing opportunities in more marketing niches. Social media offers more fundraising choices, such as partnerships with e-commerce sites, charity auctions, direct donations, selling web space for advertising and corporate sponsorship, buying or trading web space or links, and selling products and services. Social media can increase new donors, retention and renewal rates, and loyalty. Although social media offers countless benefits it is not without some barriers such as; cost of hardware, software, network connections, consultants, staff time, training and continuous updates. Social media marketing also has potential governmental regulations and fees, impacting both charitable giving and professional solicitation;
- Peer to Peer Cultivation is essential in the identification and securing of major gifts. Every organization sets its own standard for what is described as a "major gift." From a fundraising standpoint, major gifts usually are the result of long- term cultivation. They require a personal relationship with the potential donor, probably with someone considered a peer. Major gifts may include real estate or estate planning. The comparative value of the final, realized gift to other major gifts may be relatively small, but the investment of time and stewardship are usually equal and sometimes greater;
- Corporate Partnerships are often used as fundraising strategy in the non-profit sector. Corporate giving to non-profits allows corporations to fulfill their social responsibilities by giving back to employees, patrons, and their communities. Although many corporations have charitable foundations, corporate contributions are often made through marketing departments. The Internal Revenue Service does not consider a "sponsorship," with its advertisement component a charitable contribution;
- Endowment Gifts are funds that have been contributed to an organization with the specific purpose of being invested in order to generate income over a period of time. While some endowment campaigns are focused on generating a large quantity of contributions, many involve the cultivation of major gifts, bequests, or charitable grants; and
- Special Event Fundraising is typically defined as the creation of "special" occasions to promote an idea, cause, or a program. The purpose generally includes mobilising resources for the organisation; however, special events also offer an opportunity to improve relationships between the organization, its stakeholders, and the community at large. In many cases a

special event is a “threshold” activity used to introduce a potential stakeholder to an organization. At the very least, special events should increase public awareness of an organization and subsequently make fundraising on other levels more successful.

2.3 Overarching Strategy for Resource Mobilisation through Special Events

The over-arching strategy of fundraising is to motivate donors to continue to support the institution at increasingly higher levels over time and raise their level of commitment and investment. Within the overall strategy, individual development activities may be focused on specific goals. These goals may include the following:

- Fundraising directed at bringing in new donors (acquisition);
- Fundraising focused on current donors giving regularly (retention); and
- Fundraising objective to get current donors to give larger amounts of money (promotion).

Nonetheless, there are details to be considered also what methods are most likely to result in desired goals. Calculating the cost-per-income ratio of different fundraising strategies is essential, Weinstein (2002) outlines what he feels is a reasonable return on investment for a number of development strategies and specifically for special events he finds that the typical expense range

Table 1: Cost Effectiveness of Various Fundraising Strategies

Fund-Raising	Typical Expense Range
Direct Mail Acquisition	\$0.95 to \$1.50 per \$ raised
Direct Mail Renewal	\$0.35 to \$0.42 per \$ raised
Special Event	\$0.45 to \$0.55 per \$ of gross proceeds
Grants: Corporation and Foundation	\$0.03 to \$0.20 per \$ raised
Planning Giving	\$0.05 to \$0.25 per \$ raised
Major Gifts	\$0.05 to \$0.15 per \$ raised

2.4 Cost Effectiveness of Various Fundraising Strategies

While special event planning may appear to be a different process than other elements of fundraising, a look at the techniques of reaching and persuading people to participate in such an event, reveals it must make use of the same tools. According to Stanley Weinstein, the author of *The Complete Guide to Fundraising Management*, the process of deciding the best strategies for a specified event will include questions such as: What resources will be required of staff and volunteers to create a successful event? What will it cost to create an event that will reach established goals? Does the organization have a profile and level of support within the community to encourage success? The following chapter will focus specifically on the issues and challenges inherent in successful event planning.

2.4.1 Types of Special Events

According to Edwin Liebert (1972), author of *Handbook of Special Events for non-profit Organizations*, “a special event should be related to some important occasion or purpose, for some “special reason”. In the context of special events created by non-profit organizations, that purpose is usually to raise money, to raise the profile of the organization, and to initiate or solidify relationships with stakeholders. One of the most important advantages to special events is that they involve face-to-face encounters which provide opportunities to relate the mission of the organization to an

audience of interested or potentially interested donors. At the very outset of planning a special event, it is essential to determine the relative importance of each of the possible goals.

On this subject, David Nelson, author of *Getting the Payoff from Special Events*, distinguishes between two key categories of events those that raise significant amounts of money (type "A"), and those that raise public awareness (type "B"). Although the ultimate goal of both of these types of events is to develop a dependable income stream, there are significant differences between the natures of these two types of events. Nelson identifies the general characteristics of type "A" events as follows:

- High level of loyalty to the organization by those attending;
- High individual cost to participate;
- Attendance limited to those who can afford to make substantial charitable contributions and who have peer of similar financial means;
- A pre-identified target cohort group of potential attenders making marketing of these even more focus on specific and peer to peer invitations, reducing the cost of event marketing required for board-based "public" events; and

Nelson also identifies type "B" events as those having the goal of raising visibility and establishing public perception, often referred to as "branding" the organization. Type "B" event characteristics include such things as:

- Less loyalty to the organization by those attending;
- Low individual cost to participate;
- Large attendance/ higher visibility;
- Higher administrative and advertising investment; and
- Few conversions of attenders into significant donors.

2.4.2 Goal for Special Events

It is therefore essential that the ultimate goals of special events be determined and agreed upon in order to make sure that appropriate strategies are developed to reach those goals. Failure to make this important decision will make it impossible to evaluate the success of the event at best, and can lead to a financial or branding disaster at worst. Equally important to the consideration of planning a special event is to evaluate the public perception of the organization, and the resources that can be devoted to such an endeavour. Public perception, referred to in marketing as the organizational "brand," is a reflection of the public awareness of the mission of the organization, its institutional structure, its history of successes (or failures), and whether the perceiver relates positively, negatively, or at all, to its mission. In the non-profit arts, these elements are particularly important as this field is in competition with a myriad of other good cause that may be perceived as fundamentally more "essential" than the arts.

2.5 Mission for Special Events

At a very basic level, any organization considering mounting a special event must have a clearly stated mission; a real estimation of the organization's perception in the community. A strategy for developing a strong and unique brand, if it has not already, an event itself, may be part of that strategy; and a realistic evaluation of staff capability to be involved in special events without jeopardizing an organization's fundamental programming. Most important of all is that the board of directors and its carefully selected and prepared volunteers are sufficiently committed and capable to engage in planning, executing, and marketing an event. Choosing the right people is vital to ensuring that the event's committee is a genuine asset, adding value to the event's organizing process. Proceeding without a clear evaluation of resources is risky at best, and disastrous at worst.

2.6 Target for Special Events

As part of the planning process of a special event, a decision must be made to determine the target audience. The target audience is evaluated and measured by what is suitable for the organization. It is also important to know if any other community activities will be competing with your event for your target audience. Having clearly defined your goals and evaluated your potential audience and your ability to reach them; the next step, according to Stallings & McMillions authors of *How To Produce Fabulous Fundraising Events*, is to select an event type that appears to fit the event. Generally the events will fall under one of several categories listed below:

Food and Drink Events: feature a meal or have special food served. These can range from tea parties to wine tastings; from informal events featuring ethnic foods, to restaurant openings to grand or gala dinners. To broaden the draw to these kinds of events, they may be combined with events that honour people for achievement, or “roast” people who have a high profile in the community, or they might include an element such as a fashion show. To enhance the fundraising element of this kind of event, activities such as auctions or raffling donated items might be added to the evening. The greater the potential for raising money, the more careful preparation has to be made, and the longer it will take to plan the event. The expense to sponsor these events also is closely tied to the tedious but critical task of getting as much of the cost of the venue, food, beverages, and other expenses underwritten by vendors or sponsors. Many of these types of fundraisers become signature events for an organization and are held annually, with potentially great financial returns.

Holiday and Special Occasion Events: are held to celebrate the season and to raise funds for the organization. These events require careful preparation because volunteer time is often restricted around holidays, and social calendars tend to be more fully booked at these times of the year. Therefore, preparations for the event should always be scheduled as far in advance as possible. These events may range from doing a day of gift-wrapping for donations, to something as large as organizing SADC Day.

Merchandise Events: feature the sale of products or services. Examples are antique shows, flea markets, rare book, and arts and crafts fairs. Organizations that try to raise the most money on these types of special events are often those that can depend on a very large number of volunteers to coordinate a large event that charges a fee for vendor participation, as well as an entry fee for visitors.

Entertainment Events: have a high level of risk but can also produce the highest returns on investment. Success is affected by the cost or donation of the “brand name” entertainment, how many tickets must be sold to break even, how much money is needed up front, and whether there are back-out clauses with facilities. Weather can also be an issue if the entertainment is to be out of doors.

Sport Events: such as marathons and golf are becoming progressively more popular. However, there is now greater competition for participants because of the increased number of so many excellent events. To set up a regional athletic event takes a considerable contacts and permits. These high liability events should only be considered if the organisation has access to the professional talent and management. The profit from this type of event often comes from pledges of money made to the participants to support whatever the cause is. The collection of pledges presents a unique challenge in this kind of event.

The list, although not comprehensive, suggests a wide range of events that might be considered. Most importantly, it suggests that events planned to raise large amounts of money are inherently more complex and often present risks.

Considering the numerous options, the following questions are important to ask in order to select an appropriate event:

- What is the financial need?
- What are the available resources of time and manpower?
- What is the target audience? and
- What should this event say about the organization?

This last question has to do with building perception in the community. What should people who attend feel after the event? Do we want them to understand our mission better? Do we want them to see our venue? Do we want them to see examples of the quality of our work? Do we want them to meet the people we serve? Do we want them to spend time with other people who support our work? The answers to these kinds of questions should have an impact on every aspect of planning. This preparation process will ensure that the every element will have supported not just the financial goal, but also will have contributed to building a stronger emotional connection with the people who have supported the cause. The time invested in the event planning preparation will assure that what is imagined can ultimately be executed. Event planning is a creative and a challenging undertaking whether staging an event for thousands or for a handful of guests. The goal is similar for all event planning produces a significant and memorable event that meets and exceeds the event's objective and eliminates as many unexpected expenses and precludes as many unexpected expenses and surprise as possible. It is essential for all organizations to understand that proposing the "right event" requires considerable time and careful thought. If the vision, purpose and goals for an event are not clear from the start, it will be virtually impossible to agree on cost-effective and coordinated methods to achieve a successful event.

2.7 Challenges and Opportunities

While it is true that resources can be raised by organisation through special events, these events face both opportunities and challenges. These include:

Pros:

- They attract new supporters;
- They raise organization's visibility;
- They involve a large number of people;
- They encourage management involvement;
- They pull diverse groups together;
- They help generate resources for development; and
- They unite people in a common goal and increase commitment.

Cons:

- They take lots of time, planning, and organizational skills;
- An event can be ruined because of the weather, a competing event on the same day, a promised celebrity not showing up, and many other details over which you have little control; and
- The money raised may not justify all the time involved.

3. Special events that SADC can use to mobilise resources for regional projects and the resource mobilisation framework

3.1 Introduction

This section discusses the various options that SADC use to mobilise resources to support regional integration agenda. It also analyses the resource mobilisation framework that can be used to effectively collect and distribute the resources.

3.2 Special Event Options for SADC

There are a number of the special events which large organisations like SADC can organised at a regional level. These events could include sports, galas, exhibitions, and portraits and videos:

Art Exhibitions

There are many talented amateur and good unknown professional artists/sculptors etc. who would welcome a chance to have their work exhibited and sold. Give them that chance, in the name of SADC and raise some resources for regional projects. In this instance SADC institution charged with the responsibility of mobilising resources will need to talk to local sellers about prices, and charge an entry fee and take a percentage of the profit.

Art exhibition can also be followed by an art auction consisting of work donated by entirely local artists which is great for the art museum hosting the event and the culture of the regional community as well. The event will foster relationships between local artists and the museum, showcase new talents, teach the public about what's happening right in their backyards, and promote the museum itself, all while raising money. Organisers should curate the event and display the pieces like they would any new exhibit. Members of the community, including museum patrons should be invited to this event. The patrons can even help promote the auction themselves.

At the auction itself, highlight the artists' stories when discussing each piece of art. People will be more inclined to bid if they feel connected to the work. Have museum staff on hand to offer advice and thoughtful discussion of the work on display. Thus, whilst the auction is there to raise money, but the event is about promoting local artists and building sustainable relationships with the members of the community.

Bazaar

Majority of entrepreneurs running small-sized enterprises are often faced with the challenge of access to relevant market and potential customers. In the margins of SADC meetings, the institution can arrange a Bazaar with a difference to allow entrepreneurs display their own manufactured products. The organisation can charge small fee to those interested in installing their stalls in the Bazaar.

Crafts Market

Many people of the region have a handiwork hobby. Based on this SADC can arrange for a weekend market for them to display their products. Use a stadium or good exhibition hall, and charge exhibitors a display fee and the public a small entry charge. Organisers could also ask for a percentage of sales. In this way the SADC will not only be generating resources but also creating employment to SADC citizens.

Sports Festivals

This is often used by service clubs who hold sports tournaments with large entry fees for players or teams. For spectator events, such as golf. In this respect, organisers of such events on behalf of SADC can sell thousands of tickets to cover costs, and SADC will need the support of a large organisation to help organise the event. The organising body might persuade a local club or sports body to give a percentage of sales of one of their annual gala matches. The more costs are covered up front and the higher the attendance, the better chance for success.

With regard to golf tournaments, for the event to succeed it will require:

- A great course to play on;
- A date that usually has good weather;
- A committee to help attract sponsors and participants;
- In-kind donations for event day needs, like golf balls and drinks;
- Plenty of promotions; and
- A plan for the closing ceremony and awards.

Organisers of the tournament can sell tickets to individuals, but twosomes and foursomes will be easier to place. Let companies or community groups sponsor a set number of foursomes (gold level sponsors receive two foursomes, for example).

When the big day finally arrives, organisers should make sure that the system is in place to handle registration efficiently and get everyone out on the course as quickly and as smoothly as possible. The event should end with an awards ceremony and a brief presentation about the cause behind the event and what the new funding will accomplish.

Portraits/Video film

SADC may purchase paintings from local artist and sell them with some profits. The institution can also develop a video of the SADC programs or development works carried out by SADC and sell it within and outside the region.

Fashion Show

Dressing up is a big part of SADC community life, so why not take our fraternity brothers' or sorority sisters' passion for fashion and turn it into a fundraising event?

Organisers could start by recruiting some bold fraternity or sorority members to be models, and then either request that they bring their own outfits to show off or see if a local boutique will donate some clothes. Some organizations will even take this event a step further by having their models make outfits out of unconventional materials like duct tape or newspaper! Based on this, SADC could raise money by charging admittance and getting attendees to vote for their favourite outfit with their dollars.

Gala Dinner

Museums were made for galas. The beautiful art is its own theme and decor. Organisations host everything from weddings to proms in museums, so if an organisation already has the location, it should be taking advantage of the venue. Some of the most glamorous events of the year happen at museums and this include gala dinners or lunch. In order to mobilise the resource, organisers can sell tables and offer tiered corporate sponsorships. To this end, success of the event takes planning- and that this should be done way in advanced. Organisation of the event should start early and form a staff and volunteer committee to get everything that is needed to accomplish the task successfully.

The list from which SADC can chose the type of events it wants to use to mobilise the resources is limitless. As shown in the examples, all it requires is for SADC to be innovative in the way it mobilises the resources for funding regional integration agenda.

It is also clear that the cost of the contribution or donation will be borne by the individual members of SADC community and the corporate institutions. In this regard, SADC will be able to convert private resources into public resources and that this will contribute to enhancing the level of interest of the community on regional integration agenda and even encourage the community to participate even more in the regional integration agenda.

3.3 Resource Mobilisation Framework

While there are a number of ways through which SADC can mobilise the resources based on special events, it is important to note that in order for such events to succeed they require a lot of resources which SADC currently does not have. To this end it would be necessary for SADC to find the best mechanism under which this type of an option can be implanted and one such type of an option could be a foundation.

3.4 Why Foundation Framework?

Foundation as a framework for collection and redistributing of the resources has an important comparative advantages over other development finance instruments. For example foundations enjoy greater freedom in the way they operate. They are not bound to electoral/political government cycles nor are they under the same pressure as private investors from their shareholders to deliver immediate financial returns in the companies or social purpose organisations in which they invest. This flexibility-together with their ability to devote resources to testing innovative practices that can then be scaled-up through multi-stakeholder, cross-sector partnerships has led some to see foundations' funding framework as "development risk capital". They are able to build close relationships with their grantees – whom they often prefer to call partners-providing them with the long-term technical knowledge and management capacity they require to achieve financial self-sufficiency.

Foundations' comparative advantage and value as development framework for resource mobilisation also include their unique potential to leverage funds and build multi-stakeholder partnerships around important development issues. For instance, the proximity of foundations with the private sector allows them to tap into private sector resources.

Often established by famous personalities or institutions, foundations can also advocate and mobilise financial and non-financial support from high net-worth individuals and the private sector for public causes. In Brazil, for example, the African Union through the AU Foundation is a strong promoter of the resource mobilisation through special events such as golf and gala dinners.

The beauty of establishing a Foundation as a mechanism for collection and redistributing of the resources is also based on the fact that this institution will have its own legal persona, and that management team tasked with the responsibility of mobilising resources for SADC. Based on this the Foundation will have resources and skills required to execute its mandate.

4. Conclusion and Recommendations

4.1 Conclusion

There are many special events through which an organisation like SADC can mobilise its resources to support regional economic integration agenda and a number of them have been cited in this study. To this end the study finds that Special events are fundraising activities that bring prospective donors into your organization's environment. Gala events, parties, open houses, art exhibits, grand openings, and celebrity events all fall under the header of special events. In general, special events serve two main purposes:

Publicity. Special events are a great way to energize the base of supporters. They can inspire major gifts, and if properly executed, they can leave attendees with a favourable attitude toward the organization; and Fundraising. Special events can make money for the organization. Unless the special events inspire major donors to make large contributions, the special events probably won't serve as a major source of fundraising.

The study also finds that holding a special event is one of the most time consuming types of fundraising. There are countless details that need to be addressed, most of which one may not have even thought of. For example, let's say you are hosting a dinner. What is your plan for guests who have a meat allergy? You may need to have one. The study also find that the typical expense range for fund raising using special events is far much higher at US\$0.45 to US\$0.55 of gross proceeds and this is in comparison to US\$0.03 to US\$0.2 for grants.

4.2 Recommendation

Special events are notorious for their intense demands on staff and time, and there is extraordinary competition for both time and money. Nevertheless, strategic planning and careful execution can make the cost/benefit ratio worthwhile for the organization. Based on this the study proposes that the special events provides a feasible options for resource mobilisation of SADC, and that this can only be efficiently implemented through SADC creating a SADC Foundation, a framework through which special events programs can be established.

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