

Nonprofit Financial Sustainability in Seoul, South Korea: Teach North Korean Refugees

Anna Martinson • Sustainable Development Practice • University of Florida

amartinson@ufl.edu

Committee Members: Dr. Muthusami Kumaran, Dr. Sangmi Kang, Dr. Dale Pracht



North Korean Refugees



North Korean refugees face constant fear of capture. When they arrive to South Korea, they receive citizenship, but face discrimination and marginalization in an apathetic society, because of their background and language barriers.

Host Organization & Context

- Teach North Korean Refugees (TNKR) is a nonprofit organization that aims to assist North Korean refugees by providing them with free English learning opportunities.
- TNKR desperately needs funding to become sustainable: it is unable to provide salaries for any of its staff and has a budget of only \$40,000.
- Fundraising Statistics: only 3% of South Korean adults volunteer. USA: 25.4% of population volunteers.
- Fundraising for North Korean refugees is especially difficult because of political tensions between North and South Korea.

Objectives

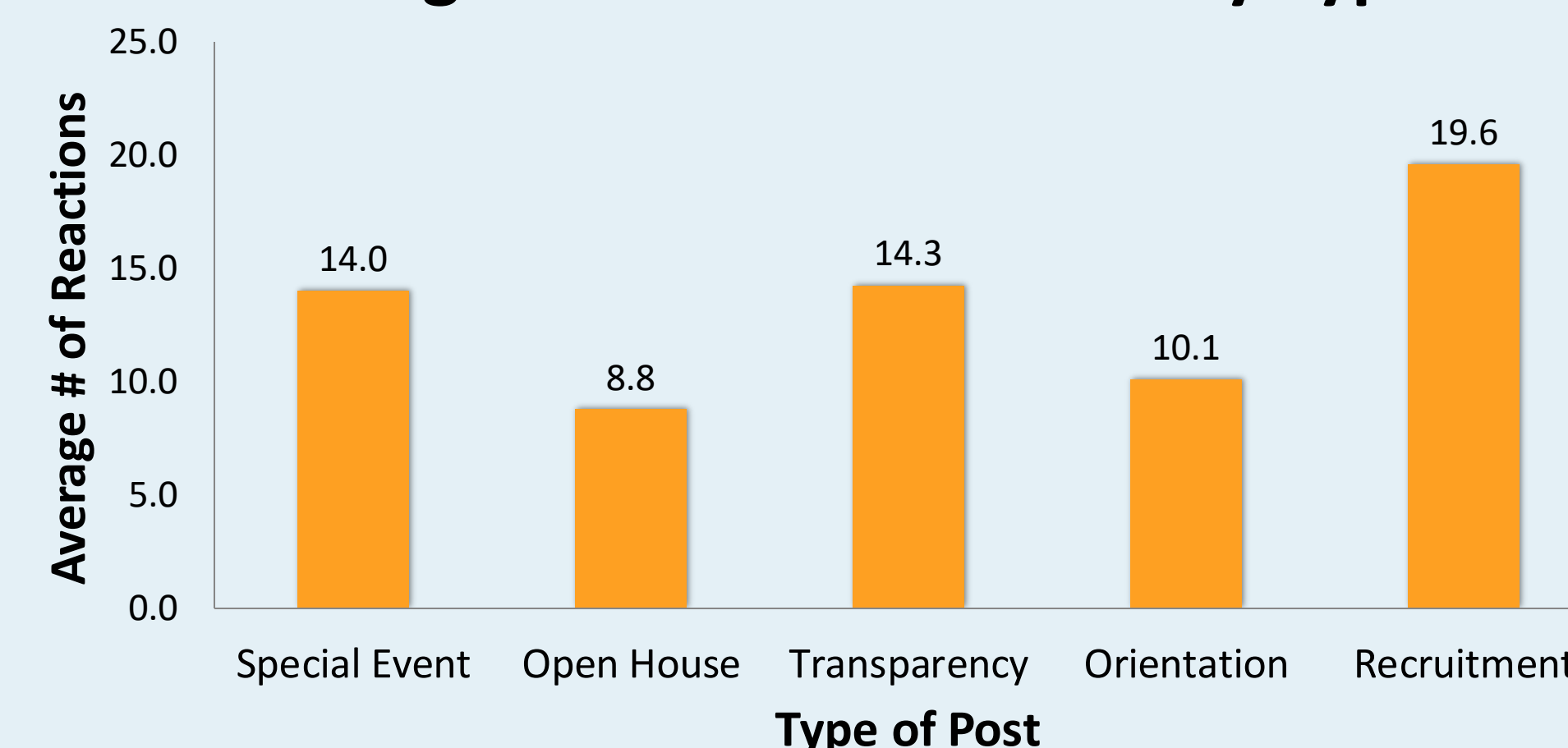
- Integrate a fundraising plan into TNKR's current fundraising strategies
- Train volunteers in fundraising so that they may train others
- Carry out an evaluation of the implemented plan elements & trainings
- Provide recommendations and update fundraising plan

Methods & Results

Social Network Analysis

Number of Facebook reactions to flyers on the TNKR Page varied by type of post:

Average Facebook Reactions by Type



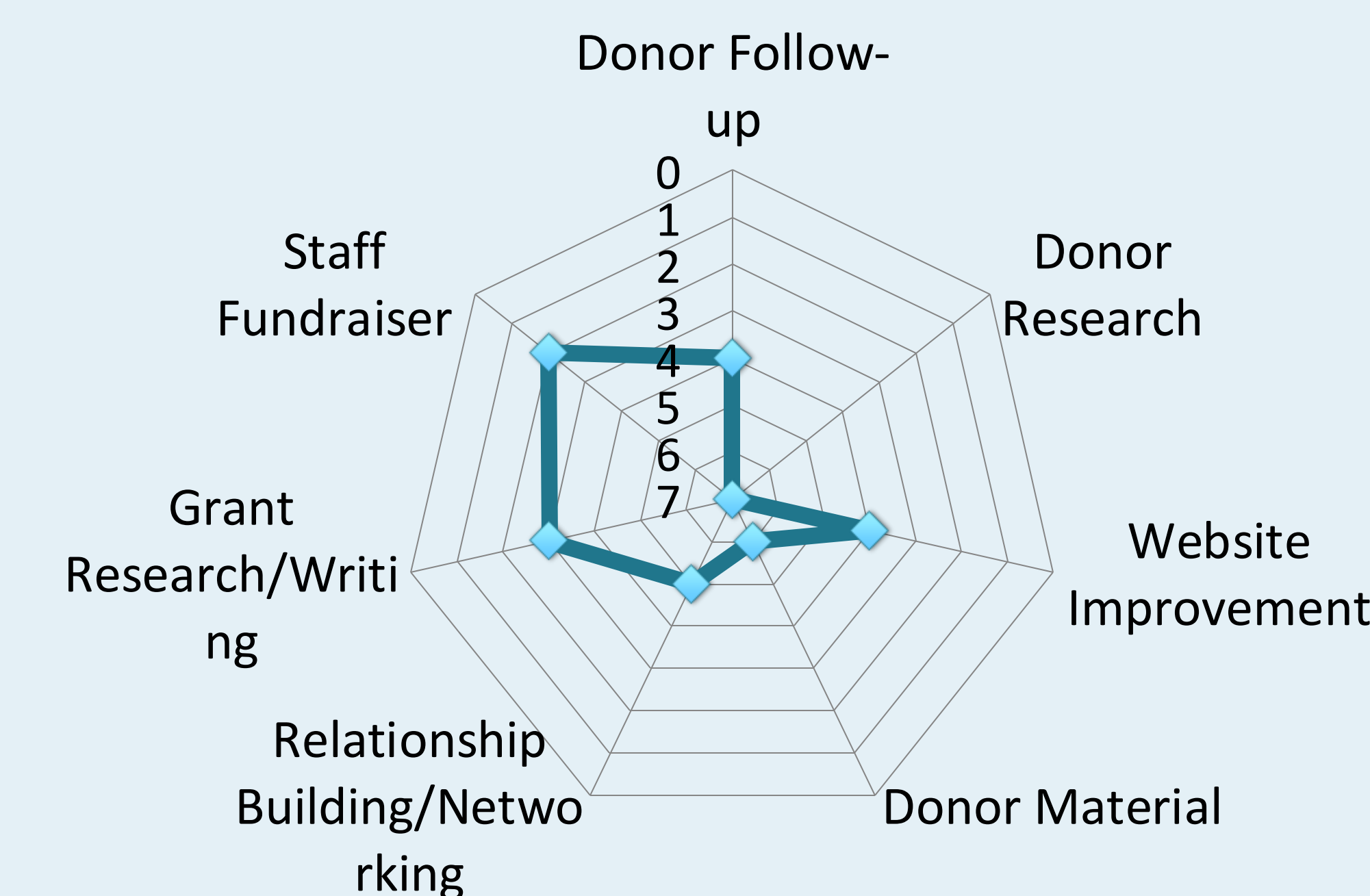
Quantitative Analysis of Budget

Financial Information			
	Beginning Total	End Total	Percent Increase
Monthly Donors	May 2017: 12	July 2017: 23	91%
Number of Donations	Jan-Apr 2017: 41	May-Jul 2017: 154	275%
Income	Jan-July 2016: ~\$16,600	Jan-June 2017: ~\$28,500	71%

Semi-Structured Interviews with Staff

TNKR major needs for improvement were in Donor Research, Donor Material, and Relationship Building (Scale is by # of references).

TNKR Areas for Improvement



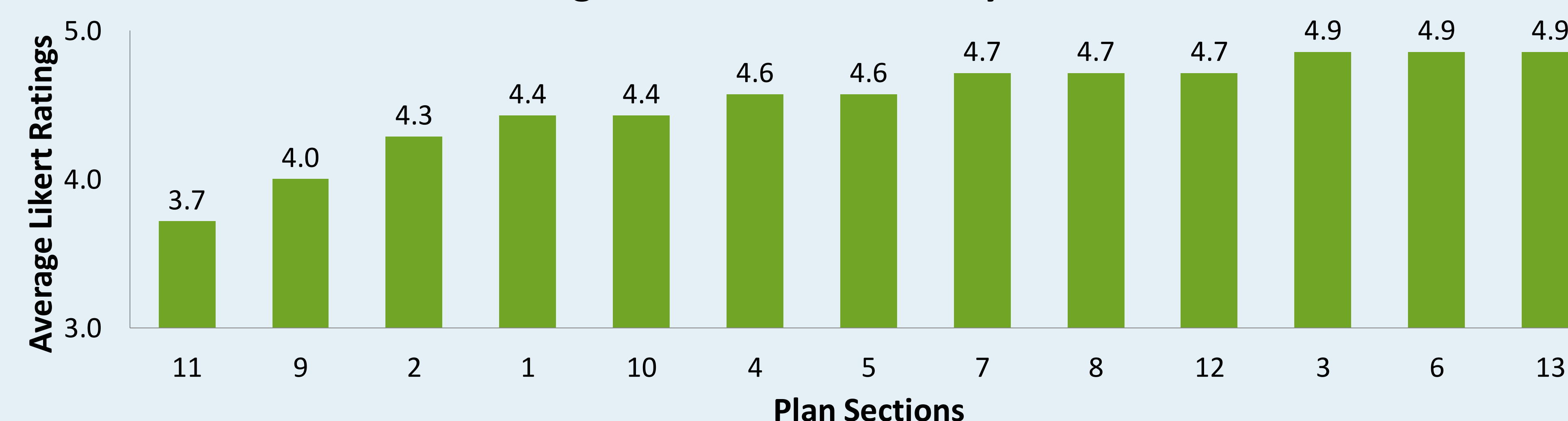
Online Feedback Surveys of Volunteer Fundraising Workshops

Surveys of fundraising workshop participants revealed a discomfort of soliciting money from people, and also a need for a stronger bond with TNKR before being asked to fundraise.

Likert Scale Survey Results

On a Likert Scale (1= not useful, 5 = very useful), TNKR Staff rated sections 11, 9, and 2 of the fundraising plan as weaker on average; and sections 3, 6, and 13 were very useful.

Ratings of Plan Usefulness by Section



Sections are as follows: 1: TNKR Profile. 2: Fundraising Case Statement. 3: Annual Fund Drive. 4: Marketing Strategies. 5: Donor Research Profile. 6: Solicitor Information Sheet. 7: Direct Mail Appeal. 8: E-mail Solicitation Appeal. 9: Online Giving. 10: Fundraising Event Plan. 11: Endowment and Planned Giving Brochure. 12: Foundation Research File & Grant Proposal. 13: Evaluation Plan.

Recommendations

- Need for donor and budget management software, updated documents (annual report, brochures)
- Hire a Volunteer Coordinator to ease pressure on directors
- Greater focus placed on grant writing, donor research, & donor follow-up
- Differentiation between Open House and Fundraising Workshop Events to increase trust in TNKR
- Creation of written policies for the Board of Directors and their roles

Acknowledgments



I would first like to thank my host organization, Teach North Korean Refugees, and Directors Eunkoo Lee and Casey Lartigue, Jr. for allowing me to conduct research and become involved in TNKR. You are doing amazing work with North Korean refugees. For more information about this organization, please go to: www.teachnorthkoreanrefugees.org

Thank you also to Dr. Glenn Galloway and Dr. Andrew Noss, my wonderful director and coordinator for this MDP program. You have been great mentors and guides through this process.

Finally, thank you so much to my committee members, who have kept me on track and focused during my research and afterwards.