

SFT F14

Develop and implement a plan for major gift fundraising



Overview

This standard is about developing and implementing a plan to raise funds from individuals through the solicitation of major gifts.

The definition 'major gift' will vary from charity to charity but these are typically high value gifts solicited personally by a fundraiser, trustee, senior staff member, existing peer donor or some combination of these individuals. Although early planning is particularly important in cultivating people who are potential major **donors**, at the centre of major gift fundraising is the solicitation ('the ask'): the act of asking an individual for a donation. Most major donations come as a result of a long-term relationship between the **donor** and the relevant persons in an organisation.

The fundraising cycle has four key phases – research, plan, implement and review – all of these must be considered as you develop a clear and achievable long-term plan to generate major **donor** support, involving colleagues and other stakeholders wherever possible in the planning process. It will identify and prioritise the individuals to be approached and how you will cultivate appropriate relationships, make the solicitation and, once a donation has been made, practice good **stewardship**. It is likely that your plan will form part of your organisation's overall fundraising strategy.

There are two elements

- 1 Plan major gift fundraising activity
- 2 Implement your plan for major gift fundraising activity

This standard is appropriate for people responsible for developing and delivering operational plans to support the implementation of your organisation's overall fundraising strategy.

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Performance criteria

Plan major gift fundraising activity

You must be able to:

- P1 clarify the scope of your responsibilities and what is expected of you in terms of fundraising targets
- P2 review the major gift fundraising environment, identify relevant trends, critical issues and giving patterns to identify opportunities relevant to your fundraising objectives
- P3 review the performance of past major gift fundraising activity to improve future activity
- P4 establish funding priorities for the organisation, working closely with service delivery colleagues, to help develop the case for support
- P5 conduct prospect research using appropriate internal and external sources of information in line with organisational requirements
- P6 establish a timescale and objectives for the major gift fundraising plan, identify appropriate fundraising techniques in accordance with the available resources
- P7 check that you have the understanding and buy-in of senior management and volunteers in the major gift fundraising process
- P8 evaluate and prioritise potential supporters for cultivation to reflect the agreed funding priorities
- P9 develop the case for support that meet the needs of the target audience
 - P9.1 for the organisation as a whole
 - P9.2 for the programmes you are seeking to fund
 - P9.3 for the individual supporters you will be approaching
- P10 ask for donations after selecting and implementing appropriate solicitation strategies in line with organisational requirements
- P11 select **recognition tools and strategies** in line with the fundraising and **ethical policies** of your organisation
- P12 promote joint work with other colleagues and stakeholders within the organisation in the cultivation and stewardship of major **donors** to maximise the benefits to your organisation
- P13 co-ordinate with other areas of fundraising to prevent duplication of effort in approaching a particular individual in line with organisational requirements
- P14 maintain records of potential sources of funding and resources as you identify them for future purposes in line with organisational requirements

Implement your plan for major gift fundraising activity

You must be able to:

- P15 provide details in your plan on what you aim to achieve, how, by whom and by when
- P16 implement the fundraising plan according to its steps and schedule
- P17 discuss your fundraising plan with your line manager and other relevant

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- colleagues or stakeholders and seek authorisation for its go ahead as necessary
- P18 develop a **stewardship** and recognition plan for each major donor in line with organisational requirements
- P19 record contacts, connections, and relationships with current or potential major **donors** in line with organisational requirements
- P20 monitor the implementation of your plan in line with organisational requirements
- P21 evaluate the success of your major gift fundraising activity against agreed objectives

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Knowledge and understanding

You need to know and understand:

Context specific

- K1 the aims, ethics, culture, past history and mission of your organisation
- K2 the **ethical policy** of your organisation as it applies to major gifts and major **donors**
- K3 the funding priorities for the organisation
- K4 the deadlines and scope of your work
- K5 the resources at your disposal including
 - K5.1 staff
 - K5.2 volunteers
 - K5.3 time
 - K5.4 money
 - K5.6 specialist advice
- K6 individual giving behaviour, specifically the motives that major **donors** might have for supporting your organisation and the relationships that they have already established with your organisation
- K7 the details that your plan needs to contain including:
 - K7.1 the objectives you are planning to meet
 - K7.2 the approaches you have selected
 - K7.3 the programmes you have agreed to seek funding for
 - K7.4 a schedule of key activities
 - K7.5 the timescales
- K8 the support that will be offered by senior colleagues within your organisation including:
 - K8.1 trustees or board members
 - K8.2 senior managers
 - K8.3 service delivery specialists
- K9 the overlap between major gift fundraising and other fundraising disciplines, including:
 - K9.1 corporate, trusts
 - K9.2 individual fundraising such as direct marketing and legacies
 - K9.3 community fundraising
- K10 who needs to approve and authorise your plan and the processes within the organisation for consultation and approval
- K11 the importance of consulting with colleagues and other stakeholders during the development of the plan, and how to do this effectively
- K12 how to monitor the implementation of your plan and evaluate its success

Sector Specific

You need to know and understand:

- K13 the forms that major **donor** support might take and how to administer these including:
 - K13.1 cash donations

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- K13.2 stock or property donations
- K13.3 standing orders or direct debits
- K14 the impact of legislation, regulation and codes of practice on major gift fundraising and where to seek information regarding these issues
- K15 the tax implications of the various forms that major donations might take, and who to consult for advice on this issue
- K16 how to write a clear and comprehensive major gift fundraising plan

General

You need to know and understand:

- K17 how to maintain records of your work in accordance with data protection legislation

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Additional Information

Glossary

Donor describes the individual, business or other body which is making a monetary gift or donating something of value to your organisation

Stewardship refers to the process of adding value for a donor, taking care of their interests and managing your relationship with them after their donation.

Recognition tools and strategies refer to ways of publicly acknowledging major gifts. Donors of major gifts often expect their support to be acknowledged – this might range from a listing in your annual report to the naming of a building. The key is to ensure that the donor's needs are met.

Ethical policy refers to a statement which defines the principles on which the charity bases its involvement with third party organisations

Links to other NOS

Trustees' and Management Committee National Occupational Standards, (Skills – Third Sector) indicates the role that trustees should play in supporting fundraising activity

External Links

The Institute of Fundraising's Code of Fundraising Practice and the International Statement of Ethical Principles in Fundraising should be read alongside this NOS.

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Developed by	Skills Third Sector
Version number	2
Date approved	November 2012
Indicative review date	November 2017
Validity	Current
Status	Original
Originating organisation	UK Workforce Hub
Original URN	SFT F14
Relevant occupations	Business, Administration and Law; Media and communication; Business Management; Marketing and Sales; Administration and Secretarial Occupations; Communications; General; Public Service and Other Associate Professionals; Managers and Senior Officials
Suite	Fundraising
Key words	Fundraising; high value donations; donors; capital appeals; individual giving; major gift; relationship management