

## SFT F18

# Develop and implement an overall fundraising strategy



### Overview

In your role you may be responsible for developing the organisation's **overall approach to fundraising**. This will involve agreeing the overall fundraising objectives in consultation with senior managers and/or trustees. The agreed fundraising objectives should support the mission of the organisation and link to the business plan. You will also be responsible for generating the strategic options that the organisation will take to achieve the agreed objectives and develop the most appropriate tactics. This will include a consideration of the key sources of funding that may be sought, the generic case for support and the key donor segments that will be approached in each case. You will also need to consider the organisation's **positioning, branding** and communication strategies and ensure these are reflected in your approach.

You must ensure that all stakeholders are aware of their delegated activities and responsibilities. You will also need to co-ordinate your strategy with other senior colleagues and stakeholders to ensure that the fundraising tactics proposed in the plan are scheduled to complement the needs and activities of all other parts of the organisation (including campaigning and service provision).

You must review the plan, monitor progress of your work and make necessary modifications to improve the effectiveness of its implementation. You will need to evaluate performance and fundraising results against the agreed objectives to determine success and consider future fundraising.

#### There are two elements

- 1 Develop your overall fundraising strategy
- 2 Implement your overall fundraising strategy

This standard is appropriate for people in leadership positions responsible for the development and overview of your organisation's overall fundraising strategy.

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#### Performance criteria

*You must be able to:*

#### Develop your overall fundraising strategy

- P1 analyse and interpret fundraising audit findings in line with organisational requirements
- P2 agree **fundraising objectives** with senior colleagues and trustees
- P3 develop strategic options to achieve these objectives that are
  - P3.1 consistent with organisational requirements
  - P3.2 reflect the opportunities and threats highlighted in the fundraising audit
- P4 analyse the strategic options using **appropriate tools** to determine the tactics that you need to deploy to achieve fundraising objectives
- P5 check that the tactics selected are consistent with the **positioning, branding**, communications and culture of the organisation
- P6 co-ordinate the implementation of the plan with relevant colleagues and other stakeholders to ensure that it does not conflict with the priorities and plans of other sections of the organisation
- P7 identify, delegate and manage actions to develop the strategy and the schedule of activity in line with available resources
- P8 check that risk assessments have been conducted and contingency plans are available in line with organisational requirements
- P9 ensure that systems are in place to monitor cash flow, budgets and resources of the strategy development process in line with organisational requirements

#### Implement your overall fundraising strategy

*You must be able to:*

- P10 develop and agree budgets for the achievement of the strategy, setting out clear actions, accountabilities and milestones
- P11 confirm that all stakeholders have the information and resources necessary to perform their tasks in line with agreed objectives
- P12 confirm that each person involved in implementation understands their role and has had opportunity to discuss any problems in line with organisational procedures
- P13 check that the progress of the fundraising activities is
  - P13.1 monitored against agreed targets
  - P13.2 reviewed against agreed targets
- P14 check that contingency plans are implemented where discrepancies emerge from the review against agreed targets
- P15 assess the impact that the activities of other agencies and external events have upon the strategy
- P16 implement any changes to your strategy needed to meet fundraising objectives
- P17 support staff in their personal development and improve organisational practices, using learning from the experience of implementing the fundraising strategy

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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, its impact and case for support
- K2 the deadlines and scope of your work
- K3 the resources at your disposal including
  - K3.1 staff
  - K3.2 volunteers
  - K3.3 time
  - K3.4 money
  - K3.5 specialist advice
- K4 the fundraising market in which the organisation operates
- K5 the organisation's actual or potential supporter base and their needs and expectations
- K6 the organisations actual or potential competitors and collaborators
- K7 new and available fundraising opportunities
- K8 colleagues and other key stakeholders, their needs, objectives and expectations
- K9 processes for consultation and approval within the organisation
- K10 sources of information that can aid monitoring and evaluation

#### Sector specific

*You need to know and understand:*

- K11 key fundraising or marketing strategies such as
  - K11.1 overall direction
  - K11.2 **segmentation**
  - K11.3 **positioning**
  - K11.4 **branding**
  - K11.5 fundraising activities
- K12 the different methods available to raise funds and resources, their advantages and disadvantages and the relative performance of each
- K13 models of individual and organisational giving behaviour
- K14 how giving behaviour may be influenced by the way the case for support is presented
- K15 the impact of legislation, regulation and codes of practice on fundraising activity and where to seek information regarding these issues
- K16 how to commission and interpret primary fundraising research
- K17 how to interpret secondary sources of fundraising data
- K18 key **fundraising measures**, how to calculate and interpret them
- K19 how to monitor fundraising progress and ensure that plans fulfil the fundraising objectives
- K20 how to communicate with and motivate fundraising staff, so that they develop skills appropriate to their role
- K21 how the actions and policies of other agencies and external forces may

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impact on the fundraising for which you are responsible and the strategic options available

K22 how to write a clear and comprehensive overall fundraising strategy

#### **General**

*You need to know and understand:*

K23 the importance of medium and long term planning to the success of an organisation's overall strategy

K24 the principles of management and planning

K25 the importance of creativity and innovation in management and planning

K26 how to identify risks in relation to the achievement of objectives

K27 how to develop strategic objectives

K28 how to delegate responsibility and allocate resources to support an integrated plan

K29 how to develop measures and methods for monitoring and evaluating performance against the objectives of the plan

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#### Additional Information

##### Glossary

**Overall approach** to fundraising refers to a range of fundraising activities or needs that your organisation may have and how they integrate with each other. This may include seeking on-going revenue funding, project funding or large capital appeals, each of which are likely to include a range of fundraising methods.

**Positioning** refers to the act of defining in the minds of the target audience what a particular organisation can offer, or stands for, in relation to other nonprofits.

**Brand** refers to the symbolic embodiment of the organisation that serves to create associations and expectations around it. A brand often includes a logo, fonts, colour schemes and symbols which may be developed to represent implicit values, ideas, and personality.

**Fundraising objectives** refer to what your organisation is trying to achieve through its fundraising activities. These objectives should be consistent with the mission and business plan of the organisation and informed by the fundraising audit findings

**Appropriate tools** you are likely to use in a fundraising audit include:

- 1 STEEPLE analysis (Social/demographic, Technological, Economic Environmental (natural), Political, Legal and Ethical factors)
- 2 competitor analysis
- 3 collaborator analysis
- 4 market analysis
- 5 internal analysis
- 6 SWOT analysis (strengths, weaknesses, opportunities, threats)

**Segmentation** refers to ways of segmenting the donor market to ensure that each group, or segment, can be marketed in a way that will maximise their support. Breaking the donor base down into specific segments increases the likelihood of success.

**Fundraising measures** refers to measures such as return on investment, response rates, attrition rates and donor lifetime value.

##### 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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