
Overview

This standard is about monitoring and evaluating your organisation's fundraising strategy and the level of performance being achieved.

Circumstances may change between the preparation of a fundraising audit, the co-ordination of the various plans involved in the strategy, and between the initial launch and ongoing delivery of the strategy or tactics.

To be able to cope with such changes you must be able to review and revise your approach and take action to improve the effectiveness of the fundraising effort.

There are two elements

- 1 Monitor and evaluate delivery of your fundraising strategy
- 2 Review and amend your fundraising strategy

Findings from the evaluation of fundraising performance are likely to inform and add value to your organisation's overall performance evaluation.

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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Monitor and evaluate fundraising performance

Performance criteria

Monitor and evaluate delivery of your fundraising strategy

You must be able to:

- P1 determine performance indicators and measures against which the fundraising strategy or tactics can be assessed, using relevant **analytic tools**
- P2 monitor and evaluate the impact of internal and external factors on the performance of the organisation's fundraising strategy
- P3 identify timescales, expenditure and income targets and review the content of plans devised to achieve them
- P4 seek feedback from those involved in the implementation of the strategy, including supporters, to inform future practice
- P5 monitor fundraising performance in line with organisational requirements
- P6 evaluate fundraising performance against the indicators and measures agreed
- P7 ensure that the delivery of the fundraising strategy is in line with the organisation's wider aims and objectives

Review and amend your fundraising strategy

You must be able to:

- P8 establish which aspects of your organisation's fundraising activity are performing according to the strategy and which aspects may benefit from amendment
- P9 identify any amendments to the strategy required as a consequence of changes to the wider organisation's aims and objectives
- P10 listen and respond to feedback from others in your organisation on the success and failure of the individual and overall plans
- P11 agree with members of your team changes needed to fundraising activity based on the evidence
- P12 revise the measures and review dates and record the modifications in line with organisational requirements
- P13 inform all those involved in the implementation of the strategy of the modifications made, in line with organisational requirements
- P14 use indicators and measures to inform future fundraising activity
- P15 promote the evaluation of fundraising activities and its importance to the organisation in maintaining organisational sustainability

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Knowledge and understanding

You need to know and understand:

Context specific

- K1 your responsibilities and authority including boundaries and any overlaps with others' responsibilities and authorities, including higher level managers and trustees
- K2 the organisation's culture with respect to fundraising
- K3 fundraising objectives and the strategy devised to achieve these objectives
- K4 detailed plans, prepared in accordance with the overall strategy, including contingency plans
- K5 projected levels of funding or resources anticipated
- K6 actual levels of funding or resources attracted
- K7 different types of funding and resources attracted
- K8 criteria for assessing the performance of the strategy
- K9 resources which can be applied to the implementation of the strategy
- K10 procedures for implementing amendments and revisions to the strategy

Sector specific

You need to know and understand:

- K11 **performance indicators** or measures applicable to fundraising
- K12 the interpretation of published accounts and management accounting reports
- K13 the distinction between **restricted, unrestricted** and designated **funds**
- K14 legislation, regulations and codes of practice applicable to monitoring fundraising strategy
- K15 external benchmarking tools, where they exist

General

You need to know and understand:

- K16 the importance of monitoring and evaluating and their impact on short-term and long-term financial performance
- K17 the importance of consulting with colleagues and other stakeholders in developing indicators and measures
- K18 principles and practice of providing constructive feedback to others
- K19 the importance of promoting the success of fundraising activities and programmes

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Additional Information

Glossary

Analytic tools can be used to evaluate or analyse the performance of fundraising, including tools such as

- 1 total net income raised
- 2 benchmarking performance against that of competitors or market leaders
- 3 social return on investment.

Performance indicators applicable to fundraising include

- 1 return on investment models
- 2 post investment appraisals
- 3 actual performance versus objectives
- 4 Recency Frequency Monetary values
- 5 donor lifetime value models
- 6 retention or attrition rates

Restricted or unrestricted funds refer to any conditions that may be placed on funds raised by the organisation. A donor can place a restriction on their gift by stating that it can only be used to fund a specific project or activity. These funds are known as restricted. Unrestricted funds can be freely spent by the Trustees in furtherance of the charity's objects.

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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