

# Fundraisers

National  
Occupational  
Standards





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This final version had been approved by the UKCES in April 2008

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All units are owned by Skills - Third Sector unless where indicated by the text in brackets.

**ENTO** Employment National Training Organisation  
**MSC** Employment Standards Centre  
**MSSSB** Marketing and Sales Standards Setting Body

## Foreword to Fundraisers National Occupational Standards

Fundraising has taken place down through the ages. The desire to help those less fortunate than oneself is a characteristic of human society which is as alive today as it has always been. The difference is that today there are people who are earning their living and making a career out of connecting people with causes about which they are passionate. Fundraisers, who through a wide range of different activities, are helping to make the world a better place.

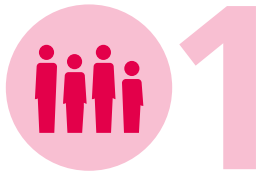
As a relatively young 'profession' the need for firm foundations and a clear path in developing a career are even more essential than for more established areas of work. These standards have been designed by hands on fundraisers, with the intention that they provide practical guidance to those involved in training fundraisers, building fundraising teams and developing individual performance. For the first time we have matched practical skills with academic thinking which underpins each module. Anybody involved directly in fundraising, or in supporting fundraisers to excel, should be able to dip into these modules and find the right tools and guidance to meet their challenge.

We have paid particular attention to the challenges of the modern fundraiser. As the range and number of organisations involved in fundraising has exploded over the last few years, the challenge of retaining trust and public confidence has grown enormously. These standards are as much about treating supporters and other stakeholders as partners in the charitable endeavour, as they are about developing the specific skills needed to be a successful fundraiser.

I would like to thank every member of the advisory board for their hard work, commitment and ceaseless search for the standards to be relevant, accessible and widely used by fundraisers. Whether we have been successful or not can only be judged once time has passed. If more funds are raised and more supporters are positively engaged in making the world a better place we will have spent our time wisely and effectively. Let this be our hope.

### **Tim Hunter**

Deputy Director of Fundraising  
NSPCC



## Introduction

Fundraising has begun to develop a sense of pride in its own identity and to be clearer about best practice and the thinking that underlies it.

This introduction covers who these standards are for, why and how you should use them, as well as an explanation of their structure, how they relate to the Institute of Fundraising Codes of Practice and the Fund Raising Standards Board.

Welcome to the new National Occupational Standards for fundraising. The fundraising environment has become increasingly competitive. The regulatory landscape has changed dramatically and charities now face the difficult challenge of inspiring more donors to support the work they undertake. We have also witnessed a dramatic rise in the use of new fundraising media, with many organisations now using the Internet and mobile technologies to great effect, both in enhancing the donor experience and capturing the interest of a new generation of supporters.

These past years have also seen a plethora of initiatives designed to improve the quality of fundraising practice. Many fundraisers are now choosing to study for the Institute of Fundraising's Certificate programme and there is increasing awareness within the profession of the value of training and other forms of staff development. Fundraising has begun to develop a sense of pride in its own identity and to be clearer about best practice and the thinking that underlies it. We should continue to build on this base and to learn both from those at the forefront of our profession and the very best of theory and research. The new National Occupational Standards for Fundraising will allow us to do exactly that.

Of course fundraising is already a distinctive profession. The overwhelming majority of fundraisers are volunteers and most of their work is conducted on behalf of various small organisations. In the UK we have a strong tradition of voluntary service and individuals are rightly proud of what their efforts are able to achieve. To be clear: our new standards are designed for use by everyone, whether they be a volunteer or paid fundraiser, working for a large national charity or a small community group. They have been assembled to give every fundraiser access to a resource that will help them to perform better in their role, enhance the quality of service provided to donors and, through this, address potential financial or reputational risk and build the resources available to their organisation to make a genuine difference to society.

They have been designed primarily with those working in the voluntary and community sector in mind...

## Who are these National Occupational Standards for?

Many people in the UK are involved in raising funds and resources for their work, activities, organisation or cause. These standards are for you if this is a role you perform or manage and whether it is the focus of your working remit or just a small part of it. It may be a role you perform as a volunteer or as part of your paid work. Whatever the circumstances, you should find these standards personally relevant. They have been designed primarily with those working in the voluntary and community sector in mind but if your work involves raising funds in the public sector, such as in schools or hospitals you should also find them appropriate.

The range of people with fundraising responsibilities is great but examples of those who would find the standards useful include:

- Chief Executive
- Development Worker/Officer
- Project Manager
- Fundraising Manager
- Director of Resources
- Director of Fundraising
- Fundraising Assistant
- Fundraising Volunteer
- Trust Fundraiser
- Corporate Fundraiser
- Community Development Officer

Fundraisers can use them to check that they are doing a good job, to identify any knowledge they need to acquire or skills they need to develop.

## Why should you use them?

The National Occupational Standards for Fundraisers specify the standards of performance those raising funds and resources should be working to across the UK.

They also describe the knowledge and skills fundraisers need in order to perform to the required standard. They allow individual fundraisers to be clear about what is expected of them in their work.

Fundraisers can use them to check that they are doing a good job, to identify any knowledge they need to acquire or skills they need to develop. Organisations can use the standards to ensure that their fundraisers are competent and have the knowledge and skills to deliver on their strategy in an appropriate way.

### **Benefits to employees and volunteers include:**

- Clear description of the work standards they need to meet
- Statement of knowledge and skills required to meet each standard
- Guide to resources designed to help them acquire the relevant knowledge and skills
- Tool to help them plan their current career development
- Qualification structure to support their career development
- Heightened awareness of their job role and responsibilities
- Chance to obtain objective appraisal and constructive feedback from their manager
- Better understanding of how to transfer their skills from one situation to another across organisations, within and outside the nonprofit sector
- Sense of achievement from a job well done
- Greater confidence to do their job well

**Benefits to employers include:**

- Common standards for everyone in the sector
- A tool to help design and evaluate policies, programmes and procedures
- A set of fair and objective criteria for selecting, recruiting and appraising staff
- A method of identifying training needs for both the organisation and individuals
- A comprehensive system for managing and developing staff
- A qualifications structure to support learning, development and competence

**How can you use them?**

Individuals, organisations and training providers can use standards in a number of ways to improve performance.

**Recruitment and selection:**

- Design and implement objective and ethical recruitment and selection procedures
- Prepare recruitment specifications and job advertisements
- Design interview checklists and questions, information sheets for referees and advance information for prospective job candidates

**Job design and evaluation:**

- Design and monitor job roles and responsibilities
- Develop and update job descriptions and person specifications
- Design criteria for evaluating job roles, grading staff and implementing payment systems

**Manage individual and team performance:**

- Plan work and monitor delivery
- Specify what level of performance must be achieved
- Appraise staff, provide constructive feedback and identify any areas for support and development
- Diagnose the reasons why individual performance may not be meeting expectations
- Improve donor service and relationships
- Contribute evidence for organisational quality systems
- Provide specifications for contract tendering and monitoring those contracts

**Identify training needs:**

- Specify the skills and competence needs of an organisation
- Identify and prioritise individual or group learning needs and plan to meet them
- Identify previously-acquired skills, knowledge and competence
- Develop a strategic view of future development requirements

**Structure learning programmes:**

- Link training to organisational objectives and economic need
- Increase the relevance and credibility of training programmes
- Enable new learners to see the complete picture and the relevance of training
- Broaden the base of skills needs that are recognised and met by the organisation
- Identify learning opportunities at work

## What's in a National Occupational Standard?

### Evaluate the delivery of training:

- Provide a format and clear goals for structured learning at work
- Design tailored training packages and assess relevance of predefined courses
- Define the learning outcomes and progression routes for learners
- Support the design of evaluation tools
- Evaluate the effectiveness of training

A suite of standards is made up of units. This fundraising suite comprises 33 units each constructed in the same way. This section describes these building blocks.

### Unit title

These are the main functions in a job description. Each unit consists of one or more elements

### Overview

At the front of every unit there is a unit commentary designed to help you use the unit more effectively. It describes what the unit is about.

### Performance criteria

These are the criteria against which competence in a task is assessed. They tell you what you must do to demonstrate that the standard has been met. They are an aid to the individual performing a job because they tell them how to do a task well. They are also an aid to a manager or assessor, helping them to evaluate individual competence against meaningful criteria.

### Knowledge and Understanding

Each unit identifies the knowledge and understanding required of individuals achieving that particular unit and outlines useful resources and reading that will assist individuals to achieve this.

### Unit of competence/Unit title

Develop and implement a plan for major gift fundraising

## How are the National Occupational Standards Structured?

### Performance criteria

1. Clarify the scope of your responsibilities and what is expected of you in terms of fundraising targets.
2. Review the major gift fundraising environment, identifying relevant trends, critical issues and giving patterns in order to identify and/or create appropriate major gift fundraising opportunities.
3. Conduct a review of the performance of past major gift fundraising activity.
4. Work closely with service delivery colleagues to establish funding priorities for the organisation and to help develop an appropriate case for support.
5. Etc.

### Knowledge and Understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The funding priorities for the organisation.
- C. The deadlines and scope of your work.
- D. The resources at your disposal including for example staff, volunteers, time, money and specialist advice.
- E. 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.
- F. Etc.

The fundraising standards comprise three major groupings: fundraising support, fundraising and fundraising management. They have been structured in this way to make it easier for users to identify units that may be relevant to their role.

If your role is to assist the fundraising function as part of a team, the fundraising support units may be of most value. If you have responsibility for a specific form of fundraising you may find the 'fundraising' units appropriate to your needs. In this revision of the standards we have provided a separate unit for every major form of fundraising. If you are responsible for managing an organisation's fundraising function, then the 'managing fundraising' units have been written with your needs in mind. It is important to remember that these suggestions are for general guidance only. We would encourage you to make use of all the standards relevant to your role, irrespective of where they appear in our grouping. If you are the only fundraiser working in a small organisation, for example, you may find that units in each of the three groupings have relevance to your role.

In this revision of the standards we have provided a separate unit for every major form of fundraising.

## Fundraising National Occupational Standards

The suite covers all the main functions involved in fundraising. To use them effectively you need to identify the units relevant to the work you do. Use this matrix to help you to build up your role profile by ticking the relevant unit. You are likely to find that you undertake activities in more than one cluster. Once you have selected the relevant units you can then refer to the full content of those selected standards.

| Fundraising Support      |  |    |
|--------------------------|--|----|
|                          | <i>Unit Title (Ref)</i>  |    |
| <input type="checkbox"/> | Assist with fundraising planning                                 | F1 |
| <input type="checkbox"/> | Assist with fundraising implementation                           | F2 |
| <input type="checkbox"/> | Contribute to the maintenance of relationships with supporters   | F3 |
| <input type="checkbox"/> | Use your communication skills to support the work of fundraisers | F4 |
| <input type="checkbox"/> | Support the work of your fundraising team                        | F5 |
| <input type="checkbox"/> | Receive and process donations                                    | F6 |
| <input type="checkbox"/> | Managing data to support fundraising                             | F7 |
| <input type="checkbox"/> | Assist with fundraising reporting                                | F8 |
| <input type="checkbox"/> | Ensure your own actions reduce risks to health and safety        | X1 |

| Fundraising              |  |     |
|--------------------------|--|-----|
|                          | <i>Unit Title (Ref)</i>  |     |
| <input type="checkbox"/> | Develop and implement a plan for local/community fundraising                             | F9  |
| <input type="checkbox"/> | Develop and implement a plan for fundraising events                                      | F10 |
| <input type="checkbox"/> | Develop and implement a plan for legacy fundraising                                      | F11 |
| <input type="checkbox"/> | Develop and implement a plan for corporate fundraising activity                          | F12 |
| <input type="checkbox"/> | Develop and implement a plan for the generation of grant income                          | F13 |
| <input type="checkbox"/> | Develop and implement a plan for major gift fundraising                                  | F14 |
| <input type="checkbox"/> | Develop and implement a plan for fundraising through electronic media                    | F15 |
| <input type="checkbox"/> | Develop and implement a plan for the recruitment of donors using direct marketing media  | F16 |
| <input type="checkbox"/> | Monitor, enhance and sustain relationships with supporters of your cause                 | F17 |
| <input type="checkbox"/> | Ensure your own actions reduce risks to health and safety                                | X1  |
| <input type="checkbox"/> | Use information technology effectively in fundraising                                    | X2  |
| <input type="checkbox"/> | Lead others in the achievement of fundraising work                                       | X3  |
| <input type="checkbox"/> | Provide learning opportunities for colleagues  | X4  |
| <input type="checkbox"/> | Recruit, select and keep colleagues  | X5  |
| <input type="checkbox"/> | Brief and work with third party suppliers of marketing/marketing communications services | X6  |

## The Scope of the National Occupational Standards

The National Occupational Standards for Fundraising are one of a series of different sets of occupational standards.

Most UK professions have now developed their own suite and you can view a database of these at [www.ukstandards.org](http://www.ukstandards.org) This database is a highly significant resource because a number of the standards relevant to a role may be found in the suites offered by other professions.

In the fundraising standards we have very deliberately focused on the solicitation of voluntary donations, whether these gifts come from individuals, businesses or grant making organisations. We have chosen not to develop standards for retail trading, contracting, catalogue marketing and other forms of commercial fundraising activity. If you are looking for guidance on best practice in these areas, the marketing and sales and/or retailing suites will offer the guidance that you need. You can conduct a keyword search for relevant units at the UK Standards website. [www.ukstandards.org](http://www.ukstandards.org)

We have also chosen not to focus on the recruitment, retention and management of volunteers. Skills - Third Sector has a separate set of occupational standards for volunteer managers and specifically the knowledge and skills necessary to:

1. Develop and evaluate strategies and policies that support volunteering
2. Promote volunteering
3. Recruit, place and induct volunteers
4. Manage and develop volunteers
5. Manage yourself, your relationships and your responsibilities
6. Provide management support for volunteering programmes

| Fundraising Management   |   |
|--------------------------|---|
| <i>Unit Title (Ref)</i>  |   |
| <input type="checkbox"/> | Conduct a fundraising audit (F18)   |
| <input type="checkbox"/> | Develop and implement an integrated fundraising plan (F19)                                    |
| <input type="checkbox"/> | Manage supporter retention (F20)  |
| <input type="checkbox"/> | Lead the monitoring and evaluation of fundraising performance (F21)                           |
| <input type="checkbox"/> | Manage fundraising resources effectively (F22)  |
| <input type="checkbox"/> | Plan and Co-ordinate Joint Working for Fundraising (F23)                                      |
| <input type="checkbox"/> | Promote public trust and confidence in fundraising (F24)                                      |
| <input type="checkbox"/> | Develop a customer focused organisation (F25)   |
| <input type="checkbox"/> | Provide leadership in your area of responsibility (F26)                                       |
| <input type="checkbox"/> | Represent fundraising to the Board (F27)  |
| <input type="checkbox"/> | Ensure your own actions reduce risks to health and safety (X1)                                |
| <input type="checkbox"/> | Use information technology effectively in fundraising (X2)                                    |
| <input type="checkbox"/> | Lead others in the achievement of fundraising work (X3)                                       |
| <input type="checkbox"/> | Provide learning opportunities for colleagues (X4)  |
| <input type="checkbox"/> | Recruit, select and keep colleagues (X5)  |
| <input type="checkbox"/> | Brief and work with third party suppliers of marketing/marketing communications services (X6) |

**Key:** 'X' in the Unit title means that the same unit is found in more than one of the above groupings; fundraising support', 'fundraising' or 'fundraising management'.

## Training and qualifications based on the National Occupational Standards

To view these standards please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/management\\_of\\_volunteers\\_standards/](http://www.skills-thirdsector.org.uk/national_occupational_standards/management_of_volunteers_standards/)

To avoid unnecessary overlap we focus here solely on the knowledge and skills that volunteers will need to perform specific fundraising tasks, or to manage the fundraising function themselves.

In a separate initiative, Skills - Third Sector has created a set of National Occupational Standards for Trustees and Management Committee Members. These standards do not address fundraising per se, but they are of relevance to fundraisers because they specify board member responsibilities in overseeing the function and assisting fundraisers in the overall task of raising funds and other resources. Some users may find it valuable to share these standards within their organisation.

One of the key uses of National Occupational Standards is to provide a nationally recognised framework for training and qualifications. They can be used to inform, structure and develop unaccredited and accredited training. Providers of fundraising training and qualifications are encouraged to benchmark their courses to the standards and to inform Skills - Third Sector when they do so, so that information can be posted on the website.

## Relationship to the Institute of Fundraising's Codes of Fundraising Practice

The Institute of Fundraising and its members have been involved in the development of these occupational standards throughout. As a result, the occupational standards compliment the Institute's Codes of Fundraising Practice.

The Codes of Fundraising Practice have been developed to provide a guide to the law and best practice in relation to fundraising activity throughout the United Kingdom. Each Code covers a separate fundraising technique. They provide information on best practice and how to comply with the law in this area as well as requirements for members of the Institute and Fund Raising Standards Board (FRSB), and best practice advice on how to ensure the highest standards when employing that technique. They thus supply critical sector knowledge that every fundraiser should be aware of, but they do not specify either the skills, or wider knowledge that a fundraiser will need to perform well in a given role.

The National Occupational Standards fill this gap by specifying the skills that competent fundraisers should be able to demonstrate when working in different roles within an organisation. The National Occupational Standards also adopt a broader approach than the Codes of Practice in that they specify the context specific, sector and general knowledge that a fundraiser should possess in each case.

The two frameworks are therefore complementary. For instance, you could use the standards as an overarching framework for planning and monitoring your work: to devise a strategy, develop a fundraising plan, implement it and evaluate its success. The Codes of Fundraising Practice would then provide you with detailed guidance on how to use each specific technique in compliance with the law and the highest professional standards.

## Relationship to the Fund Raising Standards Board

The Fund Raising Standards Board (FRSB) is the new self-regulatory body for fundraising in the UK. It exists to deal with public complaints about fundraising activity and to help build public confidence in giving to charities. Charities that sign up to this self-regulation of fundraising scheme can display the FRSB Tick logo and send a message to their supporters that they will operate to the highest professional standards.

Members of the Fund Raising Standards Board scheme must adhere to all the Institute of Fundraising's Codes of Fundraising Practice and a new 'Fundraising Promise' which confers on donors a series of additional rights.

The promise may be downloaded from [www.frsb.org.uk](http://www.frsb.org.uk) These commitments are underpinned by an independent complaints process. In aggregate this initiative gives supporters an assurance that member organisations will conduct their fundraising appropriately and in a way that fosters the public's trust.

The National Occupational Standards for Fundraising have a critical role to play in this process. By being clear about both the skills we expect competent fundraisers to demonstrate and the knowledge we would expect them to have, we can ensure that donors continue to have an enjoyable experience in giving to UK charities and that instances of poor practice are minimised and ultimately eliminated.

## What is the role of Skills - Third Sector?

Skills - Third Sector (formerly the UK Workforce Hub) is a Standards Setting Body for the voluntary and community sector (VCS). This means that as a professional body the government licenses it to develop National Occupational Standards for the sector and its specific occupations. Skills - Third Sector is also a registered charity so provides wider resources, research and campaigns to support third sector organisations to recognise the importance of skills in their workforce and to develop the skills of their staff, trustees and volunteers.

The process of developing the Standards involves engaging relevant employees from the voluntary and community sector, this is to make sure that the appropriate skills to carry out the occupation in question are included within a suite of standards. Skills - Third Sector has also developed standards for Trustees and Management Committee Members, Volunteer Managers, Campaigners and Development Workers (those who are based in support agencies and provide advice to front line organisations).

Skills - Third Sector works strategically to encourage and enhance learning which supports the development and work of paid staff, volunteers, management committee members and trustees in voluntary and community organisations. It does this by undertaking research into skills needs; through working strategically with government, funders, sector skills councils, employers and learning providers; and by supporting effective practice through developing and promoting learning frameworks, standards and resources.

## Tell us what you think

Many hours have gone into developing these National Occupational Standards. However, we need to maintain their relevance and keep them up-to-date with emerging policies and practice in the fundraising world.

Skills - Third Sector would welcome hearing from you if you can identify gaps in the standards, ways they could be improved and/or made more user-friendly.

We would also like to hear about your positive experiences in using them.

To get in touch with us or to keep up-to-date with developments, we can be reached at:

### **Skills - Third Sector**

The Circle  
33 Rockingham Lane  
Sheffield S1 4FW

[www.skills-thirdsector.org.uk](http://www.skills-thirdsector.org.uk)  
[info@skills-thirdsector.org.uk](mailto:info@skills-thirdsector.org.uk)  
0845 450 3860

Charity no 1132476



## Assist with fundraising planning

### Overview

This unit is about assisting the work of fundraisers as they develop a fundraising plan(s). This could concern a specific fundraising project or cover fundraising activities more generally.

You will need to support the fundraising planning process, which may include identifying potential sources of funding and resources. You will need to present information in the format agreed with the relevant person(s) and review the information you have collected in order to contribute your own suggestions to the fundraising plan(s).

You must confirm the scope of your work and identify the deadlines that you will need to work to with the relevant person(s).

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

### Performance Criteria

#### To assist with fundraising planning you must:

1. Confirm the scope and deadlines for your tasks with the relevant person(s).
2. Plan and prioritise your workload in consultation with the relevant person(s).
3. Understand the scope and objectives of the relevant fundraising plan(s).
4. Identify sources of potential funding and resources as directed by the relevant person(s).
5. Identify and review relevant sources of fundraising information.
6. Make use of the most appropriate sources ensuring they are relevant and up to date.
7. Ensure that you record all sources of information and store this with the results of your research.
8. Present the material in a way which is clear, concise and accessible to the relevant person(s) and in a manner that is suitable for its intended use.
9. Use the information from your findings and make suggestions to the relevant person(s) to inform fundraising planning.
10. Seek advice whenever necessary in order to complete your assigned tasks effectively and efficiently.



## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The organisation's case for support.
- C. The organisation's current approach to fundraising.
- D. The scope and context of the research you are required to undertake.
- E. The nature of the information required and how it will inform the fundraising plan(s).
- F. The timescale within which your tasks must be complete.
- G. Who the relevant person is to clarify and agree the tasks that you are required to carry out.
- H. Who the relevant person is to ask for advice and feedback.

### Sector specific knowledge and understanding

- I. How and where to access information about funding sources and resources.
- J. The appropriateness of different sources of funding and resources.
- K. How to locate and interpret fundraising data.

### General knowledge and understanding

- L. How to maintain records of your work.
- M. How to present your findings and make suggestions to the relevant person(s) in a clear and concise manner.

## Useful Reading

Botting-Herbst N. and Norton M (2007) The Complete Fundraising Handbook, Directory of Social Change

Bowden J (2004) Writing a Report: How to Prepare, Write and Present Effective Reports, How To Books Ltd.

FitzHerbert L (2004) Effective Fundraising: An Informal Guide, Directory of Social Change, London.



F1



## Useful Resources

### **[www.charityfacts.org](http://www.charityfacts.org)**

A public information website, containing facts and figures about the practice of UK fundraising

### **[www.fundraising.co.uk/](http://www.fundraising.co.uk/)**

A valuable collection of resources for fundraisers working at every level in the profession



## Assist with fundraising implementation

### Overview

This unit is about assisting other fundraisers in the implementation of fundraising activities. You will therefore be helping others to raise funds and resources and this may be in a wide variety of different ways.

To do so you will need to clarify your own tasks with the relevant person(s) and ensure that you can report on progress as requested. You must also report any problems that occur when undertaking your tasks, as well as agree suitable solutions with the relevant person(s).

You must be able to evaluate the success of the activity as a whole and your own contribution to that activity.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

### Performance Criteria

#### To assist with fundraising implementation you must:

1. Clarify your tasks, responsibilities and the time that is available for you to complete these tasks with the person(s) you are supporting.
2. Seek feedback about similar activities that have been completed in the past to inform your work.
3. Plan and prioritise your workload in consultation with the relevant person(s).
4. Clarify the aims of the fundraising activity and how your tasks fit into the activity as a whole.
5. Where resources are required to support fundraising activity ensure that you plan and coordinate their availability.
6. Provide reports of your progress at the times agreed and in the format required by the relevant person(s).
7. Promptly identify any problems within and outside the scope of your role and communicate the details to the relevant person(s).
8. Agree any variations that might be necessary to your tasks with the relevant person(s).
9. Monitor the success of your work and, at the conclusion of the fundraising activity, review its success with the relevant person(s).



## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The organisation's case for support.
- C. The organisation's current approach to fundraising.
- D. The role and importance of fundraising within the organisation.
- E. The scope of your responsibilities within the fundraising function.
- F. When your work must be completed.
- G. Sources of information and relevant people within the organisation you can ask for advice.

### Sector specific knowledge and understanding

- H. How to take part in reviewing the success of the fundraising activity and your own contribution with the relevant person(s).
- I. The Codes of Fundraising Practice for the forms of fundraising you are involved with.

### General knowledge and understanding

- J. How to present progress reports in a clear and concise manner.

## Useful Reading

Botting-Herbst N. and Norton M (2007) *The Complete Fundraising Handbook*, Directory of Social Change

Bowden J (2004) *Writing a Report: How to Prepare, Write and Present Effective Reports*, How To Books Ltd.

FitzHerbert L (2004) *Effective Fundraising: An Informal Guide*, Directory of Social Change, London



## Useful Resources

### **[www.charityfacts.org](http://www.charityfacts.org)**

A public information website, containing facts and figures about the practice of UK fundraising

### **[www.fundraising.co.uk/](http://www.fundraising.co.uk/)**

A valuable collection of resources for fundraisers working at every level in the profession



## Contribute to the maintenance of relationships with supporters

### Overview

When working in fundraising it is vital that the opportunity to make contacts and build up a solid base of support is maximised.

You will therefore need to ensure that your own conduct (for example in answering the phone, communicating by email or meeting with supporters face to face) contributes to maintaining and enhancing supporter relationships.

You must also ensure that you present a positive image of your organisation in any contact you have with supporters and are sensitive to their needs and requirements, recording these as appropriate.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

### Performance Criteria

#### To contribute to the maintenance of relationships with supporters you must:

1. Present a positive and professional image of yourself, your colleagues and your organisation when dealing with existing and potential supporters.
2. Respond to all supporter communication in a positive, helpful and timely manner.
3. Ensure that any information you provide is accurate and up to date.
4. Record appropriately any changes required to the contact details for supporters.
5. Record appropriately any changes required to the communication preferences of supporters.
6. Record individual Data Protection preferences, as appropriate.
7. Ensure that records of your work are easily accessible and contain information that is clear and suitable to the relevant person(s).
8. Research and draft information to assist in communications with existing and potential supporters.
9. Present your work to the relevant person(s) for their approval.
10. Evaluate feedback received on your work for future improvement.



## Knowledge and Understanding

### Knowledge and Understanding

#### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The relevant person(s) to clarify and agree the tasks that you are required to carry out.
- C. Any special needs that supporters may have, why it is important to take account of special needs and how to do so.
- D. What is meant by a 'positive image' and why this is important in the context of your organisation?
- E. How to maintain clear and accessible records of supporters.
- F. Suitable methods of communicating information to existing and potential supporters.
- G. Why people support the organisation and what motivates them to provide such support.
- H. The operation of other departments and the importance of internal communication and cooperation.

#### Sector specific knowledge and understanding

- I. The common enquiries that fundraisers receive, the types of information that you need to provide and how to get access to such information.
- J. How to contribute to the preparation of effective and informative fundraising communications.
- K. The Fundraising Codes of Practice and how they should influence how you deal with various categories of supporter.
- L. The work of the Fundraising Standards Board and your organisation's procedures for dealing with any complaints.
- M. The principles of Data Protection and your organisation's procedures for recording individual preferences.

#### General knowledge and understanding

- N. How to plan and prioritise your workload in consultation with relevant persons.
- O. How to deal with enquiries politely and promptly.
- P. The importance of evaluating feedback received on your work and adjusting your approach accordingly.
- Q. How to use information technology to manage relationships and store information.



## Useful Reading

FitzHerbert L (2004) Effective Fundraising: An Informal Guide, Directory of Social Change, London.

Knight A (1999) Effective Customer Care, Directory of Social Change, London

Sargeant A and Jay E (2004) Fundraising Management, Routledge, London

## Useful Resources

### **[www.charityfacts.org](http://www.charityfacts.org)**

A public information website, containing facts and figures about the practice of UK fundraising

### **[www.fundraising.co.uk/](http://www.fundraising.co.uk/)**

A valuable collection of resources for fundraisers working at every level in the profession

### **[www.ncvo-vol.org.uk/impAct](http://www.ncvo-vol.org.uk/impAct)**

The ImpACT Coalition is an organisation seeking to improve public trust and confidence in the sector by ensuring that a number of key messages are regularly communicated.

### **[www.frsb.org.uk](http://www.frsb.org.uk)**

The Fundraising Standards Board website.



## Use your communication skills to support the work of fundraisers

### Overview

This unit is about using your communication skills to support the work of fundraisers.

It involves attending meetings, contributing to discussions and dealing with requests for information from members of your team and others working in your organisation. You will need to demonstrate that you can also communicate effectively with individuals outside your organisation as you fulfil your fundraising role. These may be supporters, but they may also be individuals working for other organisations.

You will need to demonstrate that you can handle any enquiries you receive promptly and effectively, passing on information to the relevant person(s) clearly and accurately.

You will also be required to show you can respond to any enquiries in a polite and sensitive manner.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

### This unit covers:

1. Contributing to discussions within fundraising
2. Handling fundraising enquiries from others



## Performance Criteria

### To contribute to discussions within fundraising you must:

1. Listen carefully to others and identify their intentions using appropriate means.
2. Make contributions that are positive and help to progress the discussion.
3. Adapt your contribution using appropriate means to suit the situation.
4. Support the discussion with information that is accurate, relevant and up-to-date.
5. Record the outcome of the discussion and ensure that you are clear about work that you might be required to undertake as a result.
6. Seek advice and feedback on previous performance for improvement.

### To handle fundraising enquiries you must:

7. Listen to people politely and without interruption, requesting relevant details at appropriate points.
8. Ensure your responses are courteous, sensitive and appropriate to the initial enquiry.
9. Follow-up on the enquiry using appropriate means of communication.
10. Ensure all communications regarding enquiries are:
  - Recorded
  - Contain relevant details
  - Accurate
11. Where further action from the relevant person is required, refer the necessary details promptly and with indications of when a response is required.
12. Discuss and resolve any misunderstandings in communication with the relevant person.

## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The organisation's case for support.
- C. Who is the relevant person(s) to instruct you and approve your work.
- D. How to speak to external persons and organisations in a manner approved by the relevant person(s).
- E. The information you are required to collect from people making enquiries.
- F. How to record that information and when to pass on the enquiry to the relevant person.
- G. The importance of ensuring that the urgency of the enquiry is indicated to the relevant person.

### Sector specific knowledge and understanding

- H. The fundraising codes of practice and how they should influence how you deal with various categories of supporter.
- I. The work of the Fundraising Standards Board and your organisation's procedures for dealing with any complaints.
- J. The principles of Data Protection and your organisation's procedures for recording individual preferences.

### General knowledge and understanding

- K. How to use body language, tone of voice and vocabulary to communicate effectively.
- L. How to listen carefully and speak courteously to other people.



## Useful Reading

Brownstein M (2001) *Communicating Effectively for Dummies*, Wiley, New York

Barker A (2006) *Improve Your Communication Skills*, Kogan Page, London

## Useful Resources

**<http://openlearn.open.ac.uk>**

This Open University site includes free learning materials on a variety of subjects including interpersonal communication



## Support the work of your fundraising team

### Overview

This unit is about working effectively within a team and helping to improve the team's work as well as responding positively to feedback on your work within the team.

The team in this unit could include managers and/or supervisors as well as people working at the same level as you.

#### This unit covers

1. Working effectively with other team members
2. Helping to improve the work of your team

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

### Performance Criteria

#### To work effectively with other team members you must:

1. Communicate with other team members clearly.
2. Work in a way that supports the work of other team members, as long as this is within the limits of your job role and does not prevent you from completing your own work on time.
3. Pass on essential information to other team members as soon as possible.
4. Carry out any commitments you have made to other team members, or explain in good time why you could not do so.
5. Take opportunities to develop effective working relationships with other team members.
6. Identify any problems with your working relationships and work with other team members to solve these problems.
7. Follow your organisations procedures if there are problems with working relationships that you cannot solve with your team members.

#### To help the work of your team you must:

8. Identify areas where your team could improve its work.
  9. Suggest improvements in a way that is clear and constructive.
  10. Make these suggestions at an appropriate time and place.
  11. Deal positively with other team members' ideas about your suggestions.
- Return to contents



## Knowledge and Understanding

### You need to know and understand...

- A. Why effective team work is important and how you can contribute to your team's effectiveness.
- B. The people who make up your team and how they contribute to the organisation's work.
- C. The responsibilities of your team and why they are important to the organisation as a whole.
- D. The aims and objectives of your organisation.
- E. Why it is important to communicate clearly and effectively with members of your team and how to do so via techniques such as e-mail, face-to-face, telephone and writing short progress reports and notes.
- F. The limits of your job role – what you can and cannot do when helping members of your team.
- G. What you should do if helping a member of your team makes you fall behind with your own work.
- H. The types of essential information that need to be passed on to members of your team and why you need to pass it on as soon as possible.
- I. The types of working relationships that help the team to work well and the types of relationships that does not.
- J. How to deal with difficult working relationships for example, by cooperating with other people to sort out problems.
- K. The procedures in your organisation to deal with conflict.
- L. Why it is important for teams and organisations to continue to improve the way they work and the way they work together.
- M. How to look for and identify possible improvements at work and in working relationships.
- N. How to make suggestions in a constructive way that does not sound too critical.
- O. The appropriate time and place to make suggestions for improvements in the way the team works.
- P. Why you should deal positively with team members' ideas about your suggestions



It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

## Receive and process donations

### Overview

This unit is about receiving and processing donations.

Fast and accurate processing of donations received is a key element of supporter care, and the creation and maintenance of accurate financial records is an essential administrative function in fundraising.

You will need to be fully conversant with the systems and processes your organisation has in place. Since much of the information will be sensitive in nature you will need to be accurate and maintain confidentiality.

#### The unit covers:

1. Entering donation information into a database
2. Entering personal information into a database
3. Issuing receipts/acknowledgements/thank you letters

### Performance Criteria

#### To receive and record incoming donations you must:

1. Check and process incoming donations promptly.
2. Enter information accurately from source documents into the correct part of the database.
3. Record Gift Aid declarations where appropriate.
4. Record Data Protection preferences where appropriate.
5. Issue an appropriate acknowledgement/thank you if required.
6. Follow all the organisation's procedures for handling donations and for modifying or deleting existing data.
7. File source documents according to your organisation's procedures.
8. Maintain security and confidentiality at all times.
9. Notify the relevant person if you encounter any difficulties or discrepancies.
10. Comply with legal requirements and fundraising codes of practice.
11. Seek advice and feedback on your performance so you can make any necessary changes in your approach.



## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The types of incoming payment that are handled regularly by your organisation.
- B. Your organisation's procedures for processing donations and how to use the relevant parts of your organisation's database.
- C. What documentation needs to be completed for each form of gift?
- D. How to access and update existing donor records.
- E. How to issue receipts/ acknowledgements / thank you letters and what processes to follow in doing so.
- F. The types of discrepancies that may occur and who you should report them to.
- G. Sources of information and advice within your organisation.
- H. Your organisation's timescale standards.
- I. The importance of security and confidentiality of information and how to maintain these.
- J. The limits of your own authority and what steps to take, if any action is necessary which falls beyond this.

### Sector specific knowledge and understanding

- K. The impact of legislation, regulation and Codes of Fundraising Practice on data amendment and donation processing and where to seek information regarding these issues.
- L. How Gift Aid and other tax-effective giving mechanisms function.

## Useful Resources

### [www.institute-of-fundraising.org.uk](http://www.institute-of-fundraising.org.uk)

The Institute of Fundraising's website contains information on tax efficient giving.



It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

## Managing data to support fundraising

### Overview

This unit concerns the use and management of data to support fundraising.

In this unit you will need to show that you can use information technology to search for and select fundraising information as required by the relevant person(s). You will need to show that you can think creatively to locate sources of potentially useful information. This could include, for example, maintaining contact with appropriate e-mail newsletters, briefings, blogs and networks to ensure that you keep yourself up to date on fundraising.

You will also need to show that you can present data in the agreed format using information technology. This unit is also about inputting information onto a database and maintaining that information.

### The unit covers:

1. Searching for information and presenting it using appropriate information technology
2. Managing, storing and updating data.



## Performance Criteria

### To search for information you must:

1. Confirm with the relevant person(s) what type of fundraising information to search for and when it is required.
2. Search suitable sources of fundraising information.
3. Select the information suitable for your immediate purpose and save other material in a relevant file for future reference.
4. Check with additional sources of information to ensure that the knowledge that you have obtained is accurate and up to date.
5. Combine pieces of information into a single document using appropriate importation techniques.
6. Use presentation techniques to emphasise to users the most important points.
7. Ensure that the contents and presentation of your document are approved by the relevant person(s).

### To manage, store and update data you must:

8. Input information into a database as required by the relevant person(s).
9. Ensure that such information is input using a format which meets the needs of the relevant person(s) and the requirements of the database.
10. Ensure you can export the data in the required format and by the required time.
11. Maintain a regular check on the information within the database to ensure its currency and accuracy.
12. Check with the relevant person(s) to confirm:
  - That the work you are doing will adhere to data protection requirements.
  - Those users with permission to access the database.

## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The relevant person(s) to approve your work.
- C. The time and other resources at your disposal.
- D. Where and how to obtain suitable sources of information for fundraising that are relevant to your task and the work of your organisation.
- E. How to maintain contact and request updates from potentially suitable sources of information.
- F. The appropriate names and files to use when saving documents and where to save such information.
- G. Users with permissions

### Sector specific knowledge and understanding

- H. Printed sources of fundraising information (e.g. professional magazines and journals)
- I. Online sources of fundraising information (e.g. [www.fundraising.co.uk](http://www.fundraising.co.uk))
- J. Forms of online information, including downloads, newsgroups, blogs, podcasts and relevant social networking sites
- K. Codes of Fundraising Practice relevant to your work.



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## Useful Resources

### General knowledge and understanding

- L. The importance of maintaining an effective database and its potential applications.
- M. The data components that might be included in a database, including geographic, demographic, lifestyle and giving pattern data.
- N. Legal and ethical requirements regarding the collection, storage and use of information, particularly Data Protection legislation
- O. How to present information clearly, consistently and in an appropriate format.

### [www.ico.gov.uk](http://www.ico.gov.uk)

The website of the Information Commissioners' Office. It contains helpful advice on the responsibilities and obligations of organisations with respect to data protection



## Assist with fundraising reporting

### Overview

This unit is about assisting other fundraisers in measuring and reporting on the results of fundraising activity.

This could concern a specific fundraising project or cover fundraising activities more generally. It might also include providing feedback to external funders.

You will need to research and collate financial and other data, and calculate simple ratios with the aid of spreadsheet or database packages. You will need to present the resulting information in the format agreed with the relevant person(s).

You will need to clarify your own tasks and identify the deadlines that you will need to work to with the relevant person(s).

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

### Performance Criteria

#### To assist with fundraising reporting you must:

1. Clarify your tasks and responsibilities with the person(s) you are supporting and the time available for you to complete your tasks.
2. Ensure that you plan and prioritise your workload in consultation with relevant persons.
3. Understand the aim of the reporting process and how your tasks fit into the process as a whole.
4. Use the procedures and tools provided to facilitate fundraising reporting in your organisation.
5. Enter fundraising data accurately from source documents.
6. Maintain security and confidentiality at all times.
7. Ensure that you provide reports of your progress at the times agreed and in the format required by the relevant person(s).
8. Notify the relevant person(s) if you encounter any difficulties or discrepancies in a timely fashion.
9. Agree any variations to your tasks with the relevant person(s).
10. Comply with legal requirements and fundraising codes of practice.



## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The detail of your tasks within the fundraising reporting process.
- B. The timescale within which your tasks must be completed.
- C. Your organisation's procedures for fundraising reporting and how to use the relevant database/spreadsheet tools.
- D. Sources of information and relevant people in the organisation you can ask for advice.
- E. The importance of security and confidentiality of information and how to maintain these.
- F. Your organisation's procedures for quality control and how to comply with these.

### Sector specific knowledge and understanding

- G. The metrics and calculations that are used in measuring and reporting the results of fundraising activity.
- H. The impact of legislation, regulation and codes of practice on fundraising reporting and where to seek information regarding these issues.

### General knowledge and understanding

- I. How to use spreadsheet and database reporting tools.
- J. How to present reports in a clear and concise manner.

## Useful Reading

Sargeant A and Jay E (2004) Fundraising Management, Routledge, London.



## Develop and implement a plan for local / community fundraising

### Overview

This unit is about raising funds from local communities. This may include schools fundraising, fundraising within local organisations/ community groups, street and house-to-house collections, church fundraising and local/community events.

You will need to plan your approach to achieve the fundraising objective(s) for which you are responsible. Good planning is essential and requires a great deal of attention at an early stage.

You need to develop a clear and achievable plan to generate community support, involving others where possible. It will identify how you are going to secure funds and resources from the community, the methods you will use, your resource requirements and what you expect to achieve as a result.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

It is likely that your plan will form part of an overall strategy which is someone else's responsibility.

### This unit covers:

1. Planning local/community fundraising activity
2. Implementing local/community fundraising activity



## Performance Criteria

### To plan local /community fundraising activity you must:

1. Clarify the scope of your responsibilities and what is expected of you in terms of fundraising targets.
2. Review the local/community fundraising environment, identifying appropriate fundraising opportunities.
3. Conduct a review of the performance of past local/community fundraising activity.
4. Establish a timescale, objectives for the local/community fundraising plan, and appropriate fundraising techniques in accordance with the available resources including the available staff/volunteer time.
5. Develop appropriate case(s) for support.
6. Discuss your fundraising plan with your line manager and other relevant colleagues/stakeholders and seek authorisation for its go ahead as necessary.
7. Ensure the integrity and security of any proposed donation collection processes.
8. Ensure that any relevant legal and ethical requirements have been met.
9. Ensure that (if appropriate) your plan takes account of your organisation's policies and practices regarding the management of volunteers.
10. Co-ordinate with other areas of fundraising to ensure that there is no duplication of effort in approaching a particular Organisation or individual.
11. Maintain records of potential sources of community support for current and future purposes.

### To implement a plan for local/ community fundraising activity you must:

12. Ensure your plan includes details on what you plan to achieve, how, by whom and by when.
13. Build in an ability to measure and control your fundraising plan for evaluation purposes.
14. Monitor the implementation of your plan and evaluate its success.
15. Maintain and update database records.
16. Keep a record of community outreach activity, connections, and relationships for current and future purposes.



## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The deadlines and scope of your work.
- C. The resources at your disposal including for example staff, volunteers, time, money and specialist advice.
- D. The details that you need to include within your plan, for example, the objectives you are planning to meet, the approaches you have selected, a schedule of key activities, the timescales etc.
- E. Who needs to approve and authorise your plan and the processes within the organisation for consultation and approval.
- F. The importance of consulting with colleagues and other stakeholders during the development of the plan, and how to do this effectively.
- G. How to monitor the implementation of your plan and evaluate its success.

### Sector specific knowledge and understanding

- H. The impact of legislation, regulation and codes of practice that impact on local/community fundraising and where to seek information regarding these issues.
- I. The impact of legislation, regulation and codes of practice that relate to working with volunteers and where to seek information regarding these issues.
- J. Giving behaviour and the motives that individuals or organisations might have for offering their support locally.
- K. The forms that local/community support might take and how to administer these, for example, cash donations, standing orders/direct debits, Gift Aid, corporate sponsorship etc.
- L. How to write a clear and comprehensive local/community fundraising plan.
- M. How to create, develop, sustain and monitor local connections and relationships for current and future fundraising purposes.
- N. How to maintain records of your work.



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## Useful Reading

### Useful Reading

Botting-Herbst N. and Norton M (2007) The Complete Fundraising Handbook, Directory of Social Change

Brown, Harry (ed.) 2002 Community Fundraising TDSC Publications



## Develop and implement a plan for fundraising events

### Overview

This unit is about raising funds and/or acquiring potential donors through fundraising events. These may be one off, annual or challenge events.

You will need to plan your approach to achieve the fundraising objective(s) for which you are responsible. Good planning and accurate budgeting is essential and requires a great deal of attention at an early stage.

You need to develop a clear and achievable plan to generate income and contribute to other agreed objectives through event(s), consulting with colleagues and other stakeholders where feasible. It will identify the purpose and nature of the event(s), how participants will be recruited, how the event(s) will be managed and the follow up activities that will be undertaken.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

It is likely that your plan will form part of a fundraising/profile raising strategy which is someone else's responsibility.

### This unit covers:

1. Planning event activity
2. Implementing event activity



## Performance Criteria

### To plan fundraising events you must:

1. Clarify the scope of your responsibilities and what is expected of you in terms of fundraising and other targets.
2. Review the event activity of other nonprofits working in your geographical area and/or with the same category of cause.
3. Conduct a review of the performance of past event fundraising activity within your organisation.
4. Establish a timescale (for planning) and objectives for the fundraising event(s).
5. Develop appropriate case(s) for support, event themes and publicity routes.
6. Select appropriate techniques and processes to solicit participation, support and contributions, working with colleagues and other stakeholders where necessary.
7. Establish and maintain appropriate systems and processes to deal with event enquiries.
8. Establish and maintain appropriate systems/processes to manage income, expenditure and return on investment.
9. Plan the details of how the event will be managed, taking into account the available human and financial resources.
10. Plan for additional staff and volunteer support as appropriate.
11. Brief, liaise with and manage third party suppliers/internal suppliers of specialist, logistical and/or technical support as appropriate.
12. Put in place a budget which can be monitored/updated as the implementation of the plan progresses.

### To implement a plan for a fundraising event you must:

13. Discuss your fundraising plan with your line manager and other relevant colleagues/stakeholders and seek authorisation for its go ahead as necessary.
14. Build in an ability to measure and control your event plan for evaluation purposes.
15. Liaise with colleagues throughout the organisation to identify opportunities for event promotion, sponsorship and publicity.
16. Liaise with colleagues internally to ensure that benefits from the event can be maximised internally, e.g. for major donor cultivation /stewardship.
17. Brief, liaise with and manage third party suppliers and other partners/contributors as appropriate.
18. Implement the fundraising plan according to its steps and schedule.
19. Maintain and update manual or database records.
20. Monitor the implementation of your event plan and budget, analyse its performance on an ongoing basis and evaluate its success.



## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The deadlines and scope of your work.
- C. The resources at your disposal including for example staff, volunteers, time, money and specialist advice.
- D. The details that you need to include within your plan, for example, the objectives you are planning to meet, the events/content you have selected, a schedule of key activities, the timescales etc.
- E. Who needs to approve and authorise your plan and the processes within the organisation for consultation and approval.
- F. The importance of consulting with colleagues and other stakeholders during the development of the plan, and how to do this effectively.
- G. Your organisation's guidelines and requirements for risk assessment.
- H. How to monitor the implementation of your event and evaluate its success.

### Sector specific knowledge and understanding

- I. Categories, roles and strengths/ weaknesses of fundraising events.
- J. The different types of events and how to select one that is most likely to achieve your aims and objectives.
- K. The impact of legislation, regulation and codes of practice on fundraising events and where to seek information regarding these issues. Health and Safety legislation
- L. has particular relevance in the context of events.
- M. Individual giving behaviour, specifically the motives individuals might have for offering their support, attending an event, or for engaging with a cause.
- N. How to write, implement and manage a clear and comprehensive event plan, including planning for contingencies.
- O. Methods and metrics of evaluating the success of fundraising events
- P. How to put together a table of benefits for corporate/individual event sponsors.
- Q. Management and co-ordination of volunteers/committees.

### General knowledge and understanding

- R. How to maintain records of your work.
- S. Logistics planning, project planning and management
- T. Importance of anticipating and planning for special needs.



## Useful Reading

Allen J (2000) *Event Planning: The Ultimate Guide to Successful Meetings, Corporate Events, Fundraising Galas, Conferences, Conventions*, John Wiley, New York

Passingham S (2003) *Tried and Tested Ideas: For Local Fundraising Events*, Directory of Social Change, London

Webber D (2003) *Just the Ticket: Understanding Charity Fundraising Events*, New Philanthropy Capital, London



## Develop and implement a plan for legacy fundraising

### Overview

This unit is about raising funds through the promotion and solicitation of legacies.

You will need to plan your approach to achieve the fund raising objective(s) for which you are responsible. Good planning is essential and requires a great deal of attention at an early stage. This is especially the case in legacy fundraising as legacy gifts are typically the product of a very long term association between an individual and an organisation.

You need to develop a clear and achievable plan to generate legacy support, consulting with colleagues and other stakeholders where possible. It will cover how you are going to identify prospective legators/ audiences, the communication and fundraising methods you will use, your resource requirements and what you expect to achieve as a result.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

In this context you will not be able to assess the quality of your work by the income you generate, but will need to incorporate a variety of other metrics.

It is likely that your plan will form part of an overall strategy which is someone else's responsibility.

#### This unit covers:

1. Planning legacy fundraising activity
2. Implementing legacy fundraising activity



## Performance Criteria

### To plan legacy fundraising activity you must:

1. Clarify the scope of your responsibilities, what is expected of you in terms of targets and how performance will be measured.
2. Review the legacy gift environment, identifying relevant trends, critical issues and giving patterns.
3. Conduct a review of the performance of past legacy promotion and fundraising activity within your organisation.
4. Establish a timescale, objectives and metrics for the legacy fundraising plan.
5. Conduct research into potential legators and identify suitable prospects/segments
6. Select appropriate communication and solicitation strategies, working with your line manager and other colleagues as necessary.
7. Liaise with colleagues throughout the organisation to identify opportunities for legacy promotion and integration of the legacy fundraising message.
8. Plan, where appropriate, to provide recognition for legacy donors and pledgers.

### To implement a plan for legacy fundraising activity you must:

9. Ensure your plan includes details on what you plan to achieve, how, by whom and by when.
10. Build in an ability to measure and control your fundraising plan for evaluation purposes.
11. Brief, liaise with and manage third party suppliers and other partners as appropriate.
12. Discuss your fundraising plan with your line manager and other relevant colleagues/stakeholders and seek authorisation for its go ahead as necessary.
13. Implement the fundraising plan according to its steps and schedule.
14. Maintain and update database records as appropriate.
15. Monitor the implementation of your plan and evaluate its success.



## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The deadlines and scope of your work.
- C. The resources at your disposal including for example staff, volunteers, time, money and specialist advice.
- D. The details that you need to include within your plan, for example, the objectives you are planning to meet, the approaches you have selected, a schedule of key activities, the timescales etc.
- E. The support that will be offered by senior colleagues within your organisation, for example, trustees/ board members, senior managers, service delivery specialists and other stakeholders.
- F. Who needs to approve and authorise your plan and the processes within the organisation for consultation and approval.
- G. The importance of consulting with colleagues and other stakeholders during the development of the plan, and how to do this effectively.
- H. How to monitor the implementation of your plan and evaluate its success.

### Sector specific knowledge and understanding:

- I. The impact of legislation, regulation and codes of practice on legacy fundraising activity and where to seek information regarding these issues.
- J. Individual donor giving behaviour, specifically the motives for legacy gifts and the barriers to this form of giving.
- K. The role of professional intermediaries in the legacy process (i.e. Solicitors and Tax Advisers).
- L. The role of third party promotions such as Remember A Charity
- M. The various forms that legacy giving can take.
- N. The importance of soliciting legacies from all stakeholder groups.
- O. The tax implications of legacy giving.
- P. How to write a clear and comprehensive legacy fundraising plan.

### General knowledge and understanding:

- Q. How to maintain records of your work.



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## Useful Reading

Sargeant A and Jay E (2004) Fundraising Management, Routledge, London.



## Develop and implement a plan for corporate fundraising activity

### Overview

This unit is about raising funds and other resources from corporate supporters. This support may include monetary donations, gifts in kind, donations of staff time/staff secondments, access to staff for fundraising activities, partnerships, payroll giving, sponsorship or cause related marketing.

You will need to plan your approach to achieve the fundraising objective(s) for which you are responsible. Good planning is essential and requires a great deal of attention at an early stage.

You need to develop a clear and achievable plan to generate corporate support, involving other colleagues/stakeholders where possible in the planning process.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

It will identify how you are going to secure funds and other resources from corporate supporters, the methods you will use, resource requirements and what you expect to achieve as a result.

It is likely that your plan will form part of an overall strategy which is someone else's responsibility.

#### This unit covers:

1. Developing a plan for the generation of corporate support
2. Implementing your plan



## Performance Criteria

### To plan corporate fundraising activity you must:

1. Clarify the scope of your responsibilities and what is expected of you in terms of fundraising targets.
2. Review the corporate fundraising environment, identifying relevant trends, critical issues, competitor activity and giving patterns.
3. Conduct a review of the performance of past corporate fundraising and other relevant commercial activity.
4. Establish a timescale and objectives for the corporate fundraising plan.
5. Conduct prospect research and prioritise potential supporters.
6. Develop appropriate case(s) for support.
7. Select appropriate fundraising techniques and approaches in accordance with the available resources.
8. Maintain records of potential sources of funding and resources as you identify them for future purposes.
9. Discuss your fundraising plan with your line manager and other relevant colleagues/stakeholders and seek authorisation for its go ahead as necessary.

### To implement a plan for corporate fundraising activity you must:

10. Ensure your plan includes details on what you plan to achieve, how, by whom and by when.
11. Ensure that the businesses approached and agreements made are consistent with any ethical policy your organisation holds.
12. Negotiate appropriate relationships with corporate supporters that are consistent with their needs, the aims of your organisation and the value of your brand.
13. Communicate the requirements and expectations of the corporate supporter to the relevant people within your organisation, including any requirement for match funding.
14. Co-ordinate with colleagues working in other areas of fundraising to ensure that there is no duplication of effort in approaching particular individuals/organisations for support.
15. Implement the fundraising plan according to its steps and schedule.
16. Build in an ability to measure and control your fundraising plan for evaluation purposes.
17. Maintain and update records.
18. Monitor the implementation of your plan and evaluate its success.



## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history, and mission of your organisation.
- B. The ethical policy of your organisation as it applies to corporate donations.
- C. Your organisation's brand; its structure, personality and value.
- D. The deadlines and scope of your work.
- E. The resources at your disposal including for example staff, volunteers, time, money and specialist advice.
- F. How to access information regarding potential and current corporate supporters, especially their current criteria for support and patterns of past support.
- G. The details that you need to include within your plan, for example, the objectives you are planning to meet, the approaches you have selected, a schedule of key activities, and the timescale etc.
- H. Who needs to approve and authorise your plan and the processes within the organisation for consultation and approval.
- I. The importance of consulting with colleagues and other stakeholders during the development of the plan, and how to do this effectively.
- J. How to monitor the implementation of your plan and evaluate its success.
- K. How to provide corporate supporters meaningful information for the implementation of the plan, sustain their trust, obtain feedback and monitor the ongoing relationship with them.
- L. How to draft partnership agreements / memoranda of understanding, or, as appropriate, who to approach to have these drawn up.

### Sector specific knowledge and understanding

- M. Corporate giving behaviour, specifically the motives for business support of nonprofits, how decisions about support are taken and how the success of such relationships is typically evaluated.
- N. The tax benefits that apply to various forms of corporate giving and where to seek information regarding these.
- O. The risks and benefits of entering into partnerships with corporate supporters and how to monitor and evaluate these.
- P. The impact of legislation, regulation and codes of practice on a corporate fundraising plan and where to seek information regarding these issues.
- Q. The forms that corporate support might take and how to administer these, for example, cash donations, gifts in kind, gifts of stocks/shares, sponsorship, payroll giving and cause related marketing.
- R. How to write a clear and comprehensive corporate fundraising plan.
- S. How to monitor the implementation of your plan and evaluate its success.

### General Knowledge and Understanding

- T. How to maintain records of your work.



## Useful Reading

Adkins S (1999) Cause Related Marketing: Who Cares Wins, Butterworth Heinemann

Daw J (2006) Cause Marketing for Nonprofits: Partner for Purpose, Passion and Profits, John Wiley & Sons Inc.

Marconi J (2002) Cause Marketing: Build Your Image and Bottom Line Through Socially Responsible Partnerships, Programmes and Events, Dearborn Trade Publishing

Mordaunt J and Paton R (2006) Thoughtful Fundraising, Routledge, London.

Pringle H and Thompson M (1999) Brand Spirit: How Cause Related Marketing Builds Brands, John Wiley and Sons Ltd, Chichester

Sargeant A and Jay E (2004) Fundraising Management, Routledge, London

Wells C (2000) Finding Company Sponsors for Good Causes, Directory of Social Change, London.

## Useful Resources

**[www.companygiving.org.uk](http://www.companygiving.org.uk)**  
the Directory of Social Change's online company giving guide

**Europa Publications** – The International Directory of Corporate Philanthropy, Europa Publications, London



## Develop and implement a plan for the generation of grant income

### Overview

This unit is about the process of securing grant income from trusts/foundations and statutory sources.

You will need to plan your approach in order to achieve the fundraising objective(s) for which you are responsible. Good planning is essential and requires a great deal of attention at an early stage.

You need to develop a clear and achievable plan to generate grant income which will identify the purposes for which funding will be sought, how you are going to secure the necessary funds and the timescales you will be working to. It will be important to consider the funding cycles and grant criteria of potential funders and to use this knowledge to shape and schedule the generation of appropriate proposals.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

You will also need to consider the resource implications of your plan, including the time you need to allocate to the task; both your own and/or members of your team.

It is likely that your plan will form part of an overall strategy which is someone else's responsibility.

The unit covers:

1. Developing a plan for the generation of grant income
2. Implementing your plan



## Performance Criteria

### To plan for the generation of grant income you must:

1. Clarify the scope of your responsibilities and what is expected of you in terms of fundraising targets.
2. Conduct a review of the performance of past grant fundraising activity.
3. Liaise with the service provision team to identify potential projects/ areas of work that might attract grant support.
4. Ensure that you have access to relevant internal and external sources of networking.
5. Assemble all the information necessary to compile the case for support.
6. Establish a timescale and financial objectives for the plan
7. Co-ordinate with colleagues working in other areas of fundraising to ensure that there is no duplication of effort in approaching a particular organisation.
8. Conduct research and prioritise potential grant makers.
9. Discuss your plan with your line manager/other colleagues and seek authorisation for its submission as necessary.
10. Maintain records of potential sources of funding and resources as you identify them for future purposes.

### To implement a plan for the generation of grant income you must:

11. Communicate the requirements and expectations of the grant maker to the relevant people within your organisation, including any requirement for match funding.
12. Write proposals and/or complete applications for grant funding, working with relevant colleagues/departments as appropriate.
13. Build in an ability to measure and control your activities for evaluation purposes.
14. Monitor the implementation of your plan and evaluate its success.
15. Working with relevant colleagues/ other stakeholders, prepare any progress reports or evaluation documentation that might be required by a grant maker.
16. Maintain records of contacts at grant making organisations to ensure that they receive appropriate development communications such as invitations to events etc.



## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. Your organisation's funding needs, including its needs for restricted and unrestricted funds.
- C. The deadlines and scope of your work.
- D. The resources at your disposal including for example staff, volunteers, time, money and specialist advice.
- E. How your organisation calculates the costs of its activities, including an appropriate share of overhead.
- F. The grant cycle and criteria of potential grant makers.
- G. The details that you need to include within your plan, for example, the objectives you are planning to meet, the approaches you have selected, a schedule of key activities, the timescales etc.
- H. Who needs to approve and authorise your plan and the processes within the organisation for consultation and approval.
- I. The importance of consulting with colleagues and other stakeholders during the development of the plan, and how to do this effectively.
- J. How to monitor the implementation of your plan and evaluate its success.
- K. The requirements of individual grant makers for feedback and reporting.

### Sector knowledge and understanding

- L. The nature, purpose and operation of grant makers.
- M. Funding patterns and grant criteria of potential grant makers, for example, local authorities, public authorities, trusts and foundations.
- N. How and where to access information regarding grant funding sources.
- O. The impact of legislation, regulation and codes of practice on a grant fundraising plan and where to seek information regarding these issues.
- P. How funders evaluate the proposals they receive and why many proposals are typically rejected.
- Q. How to write a clear and comprehensive grant fundraising plan.
- R. How to write a grant proposal.

### General knowledge and understanding

- S. How to maintain records of your work.



## Useful Reading

Carlson M (2002) *Winning Grants Step by Step*, Jossey Bass, San Francisco

Carnie C (2000) *Find the Funds*, Directory of Social Change, London

Norton M and Eastwood M (2010) *Writing Better Fundraising Applications*, Directory of Social Change, London

Quick Guides: *Fundraising from Grantmakers*, Directory of Social Change, London

## Useful Resources

**[www.acf.org.uk](http://www.acf.org.uk)**

Association of Charitable Foundations – Provides a good source of information for grant fundraisers

**[www.charityfunding-online.com](http://www.charityfunding-online.com)**

Caritasdata – Provides the facility to search for funders and their policies online

**[www.charity-commission.gov.uk](http://www.charity-commission.gov.uk)**

Charity Commission – the register of charities may be viewed to identify sources of funding either in person or online

**[www.trustfunding.org.uk](http://www.trustfunding.org.uk)**

Directory of Social Change – the Directory of Grant Making Trusts and other publications are available as an online resource (for which an annual subscription is payable).

**[www.governmentfunding.org.uk](http://www.governmentfunding.org.uk)**

Directory of Social Change – this site offers the ability to research government grant schemes online.

**[www.guidestar.org.uk](http://www.guidestar.org.uk)**

Guidestar UK – online database of all UK charities

**[www.lotteryfunding.org.uk](http://www.lotteryfunding.org.uk)**

National Lottery Website – the site offers the ability to search information on current funding programmes across the U.K.



**[www.grant-tracker.org/](http://www.grant-tracker.org/)**

Northern Ireland Council for Voluntary Action – the site at offers the ability to search for grant makers in Northern Ireland.



## Develop and implement a plan for major gift fundraising

### Overview

This unit is about raising funds from individuals through the solicitation of major gifts. These are typically high value gifts solicited personally by a fundraiser, senior staff/trustees, or some combination of these individuals.

Early planning is particularly important in major donor cultivation, since most major gifts come as a result of a long term relationship between the donor and the relevant persons in an organisation.

You need to develop a clear and achievable long term plan to generate major gift 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 an overall

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

strategy which is someone else's responsibility.

### The unit covers:

1. Planning major gift fundraising activity
2. Implementing major gift fundraising activity

### For the purposes of this unit:

'Solicitation' refers to the process of asking for a donation from an individual by the appropriate person(s).

'Cultivation' refers to the continuous personal interaction and information exchange that you and others from your organisation have with current or potential major donors that leads to a donation being made.

'Stewardship' refers to the process of adding value for a donor, taking care of their interests and managing the relationship you have with them after the first major gift has been made.



## Performance Criteria

### To plan major gift fundraising activity you must:

1. Clarify the scope of your responsibilities and what is expected of you in terms of fundraising targets.
2. Review the major gift fundraising environment, identifying relevant trends, critical issues and giving patterns in order to identify and/or create appropriate major gift fundraising opportunities.
3. Conduct a review of the performance of past major gift fundraising activity.
4. Work closely with service delivery colleagues to establish funding priorities for the organisation and to help develop an appropriate case for support.
5. Conduct prospect research using appropriate internal and external sources of information.
6. Establish a timescale and objectives for the major gift fundraising plan, and appropriate fundraising techniques in accordance with the available resources including the available staff/ volunteer time.
7. Research and understand what motivates major donors to offer support, both in general terms and, as far as possible, with reference to individual donors/prospects.
8. Ensure that you have access to all relevant sources of networking and information to identify and cultivate new prospects.
9. Ensure that you have the understanding and buy-in of senior management and volunteers in the major donor fundraising process.
10. Evaluate and prioritise potential supporters for cultivation.
11. Develop appropriate case(s) for support, e.g. for the organisation as a whole, for the programmes you are seeking to fund and for the individual supporters you will be approaching.
12. Select and implement appropriate solicitation strategies.
13. Select appropriate recognition tools and strategies.

14. Work with other colleagues/ stakeholders within the organisation in the cultivation and stewardship of major donors.
15. Co-ordinate with other areas of fundraising (e.g. trusts and corporate) to ensure that there is no duplication of effort in approaching a particular individual and that the approach is appropriate.
16. Maintain records of potential sources of funding and resources as you identify them for future purposes.

### To implement a plan for major gift fundraising activity you must:

17. Ensure your plan includes details on what you plan to achieve, how, by whom and by when.
18. Implement the fundraising plan according to its steps and schedule.
19. Build in an ability to measure and control your fundraising plan for evaluation purposes.
20. Discuss your fundraising plan with your line manager and other relevant colleagues/stakeholders and seek authorisation for its go ahead as necessary.
21. Develop a stewardship and recognition plan for each major donor.
22. Maintain and update database records.
23. Monitor the implementation of your plan and evaluate its success.
24. Keep a record of contacts, connections, and relationships with current or potential major gift donors for current and future fundraising purposes.



## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The funding priorities for the organisation.
- C. The deadlines and scope of your work.
- D. The resources at your disposal including for example staff, volunteers, time, money and specialist advice.
- E. 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.
- F. The details that you need to include within your plan, for example, the objectives you are planning to meet, the approaches you have selected, the programmes (if any) you have agreed to seek funding for, a schedule of key activities, the timescales etc.
- G. The support that will be offered by senior colleagues within your organisation, for example, trustees/ board members, senior managers, service delivery specialists.
- H. An awareness of the overlap between major donor fundraising and other fundraising disciplines, including corporate, trusts, individual fundraising (direct marketing and legacies) and community fundraising
- I. Who needs to approve and authorise your plan and the processes within the organisation for consultation and approval.
- J. The importance of consulting with colleagues and other stakeholders during the development of the plan, and how to do this effectively.
- K. How to monitor the implementation of your plan and evaluate its success.

### Sector knowledge and understanding

- L. The forms that major gift support might take and how to administer these, for example, cash donations, stock or property donations, standing orders/direct debits.
- M. The impact of legislation, regulation and codes of practice on major gift fundraising and where to seek information regarding these issues.
- N. The tax implications of the various forms that major gifts might take, and who to consult for advice on this issue.
- O. How to write a clear and comprehensive major gift fundraising plan.

### General knowledge and understanding

- P. How to maintain records of your work in accordance with data protection legislation.



## Useful Reading

Carlson M (2002) *Winning Grants Step by Step*, Jossey Bass, San Francisco

Carnie C (2000) *Find the Funds*, Directory of Social Change, London

Norton M and Eastwood M (2010) *Writing Better Fundraising Applications*, Directory of Social Change, London

Quick Guides: Fundraising from Grantmakers, Directory of Social Change, London

## Useful Resources

### [www.acf.org.uk](http://www.acf.org.uk)

Association of Charitable Foundations – Provides a good source of information for grant fundraisers

### [www.charityfunding-online.com](http://www.charityfunding-online.com)

Caritasdata – Provides the facility to search for funders and their policies online

### [www.charity-commission.gov.uk](http://www.charity-commission.gov.uk)

Charity Commission – the register of charities may be viewed to identify sources of funding either in person or online

### [www.trustfunding.org.uk](http://www.trustfunding.org.uk)

Directory of Social Change – the Directory of Grant Making Trusts and other publications are available as an online resource (for which an annual subscription is payable).

### [www.governmentfunding.org.uk](http://www.governmentfunding.org.uk)

Directory of Social Change – this site offers the ability to research government grant schemes online.

### [www.guidestar.org.uk](http://www.guidestar.org.uk)

Guidestar UK – online database of all UK charities

### [www.lotteryfunding.org.uk](http://www.lotteryfunding.org.uk)

National Lottery Website – the site offers the ability to search information on current funding programmes across the U.K.



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**[www.grant-tracker.org/](http://www.grant-tracker.org/)**

Northern Ireland Council for Voluntary Action – the site offers the ability to search for grant makers in Northern Ireland.



## Develop and implement a plan for fundraising through electronic media

### Overview

This unit is about raising funds through electronic media, such as the Internet, email and mobile technologies like text messaging. Collectively this is referred to as 'e-fundraising.'

You will need to plan your approach to achieve the fund raising objective(s) for which you are responsible. Good planning is essential and requires a great deal of attention at an early stage.

You need to develop a clear and achievable plan to generate income through electronic media, consulting with colleagues and other stakeholders where feasible. It will identify the fundraising and communication methods you will use, your resource requirements and what you expect to achieve as a result.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

It is likely that your plan will form part of an overall strategy which is someone else's responsibility.

### The unit covers:

1. Planning e-fundraising activity
2. Implementing e-fundraising activity



## Performance Criteria

### To plan e-fundraising activity you must:

1. Clarify the scope of your responsibilities and what is expected of you in terms of fundraising targets.
2. Review of the electronic giving environment, identifying relevant trends, critical issues, giving patterns and metrics.
3. Conduct a review of the performance of past e-fundraising activity.
4. Establish a timescale and objectives for the e-fundraising plan.
5. Identify and agree the electronic medium/media best suited to communicating to the target donor group.
6. Develop appropriate case(s) for support.
7. Identify and create data collection and reporting systems, with relevant links to the fundraising database, to fulfil agreed monitoring, response and quality assurance requirements.
8. Brief, liaise with and manage third party suppliers/internal suppliers of specialist and technical support as appropriate

### To implement a plan for e-fundraising activity you must:

9. Ensure your plan includes details on what you plan to achieve, how, by whom and by when.
10. Ensure you build in an ability to measure and control your e-fundraising plan for evaluation purposes.
11. Discuss your fundraising plan with your line manager and other relevant colleagues/stakeholders and seek authorisation for its go ahead as necessary.
12. Implement the fundraising plan according to its steps and schedule.
13. Maintain, enhance and update database records as appropriate.
14. Monitor the implementation of your plan and evaluate its success.

## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The deadlines and scope of your work.
- C. The relationship between fundraising and other forms of activity to be undertaken in electronic media (e.g. campaigning or service provision.)
- D. The resources at your disposal including for example staff, volunteers, time, money and specialist advice
- E. The details that you need to include within your plan, for example, the objectives you are planning to meet, the approaches you have selected, a schedule of key activities, timescales, metrics etc.
- F. Who needs to approve and authorise your plan and the processes within the organisation for consultation and approval.
- G. The importance of consulting with colleagues and other stakeholders during the development of the plan, and how to do this effectively.
- H. How to monitor the implementation of your plan and evaluate its success.
- I. How to maintain records of your work.

### Sector specific knowledge and understanding

- J. The impact of legislation, regulation and codes of practice on e-fundraising and where to seek information regarding these issues.
- K. How to write a clear and comprehensive e-fundraising plan.
- L. Online giving behaviour, specifically the motives that individuals might have for offering their support.
- M. Design and functional characteristics of effective fundraising websites.
- N. Options for collection of online donations and donor data and advantages/disadvantages of each.
- O. Operation of third party giving agencies such as JustGiving.com



### General knowledge and understanding

- P. The role of the principal forms of digital media and their relative advantages
- Q. The importance of segmentation and targeting and methods for achieving this.
- R. Typical data collection and reporting systems appropriate for digital media programmes and their relative merits.
- S. Methods for managing digital media databases, including the application of suppressions/opt-outs and the circumstances when these should be applied.
- T. The importance of maintaining confidentiality of data and how to ensure that this occurs.

### Useful Reading

Hart T.R., Greenfield J.M and Johnston M (2005) Nonprofit Internet Strategies: Best Practices for Marketing, Communications and Fundraising Success, John Wiley, New York

Sargeant A and Jay E (2004) Fundraising Management, Routledge, London

Warwick M (2001) Fundraising on the Internet: The Ephilanthropy Foundation Organisations Guide To Success Online, Jossey Bass, San Francisco



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## Useful Resources

### **[www.e philanthropy.org](http://www.e philanthropy.org)**

US based organisation providing training to charities for the ethical and efficient use of the Internet for philanthropic purposes.

### **[www.fundraising.co.uk](http://www.fundraising.co.uk)**

Useful news and information website for fundraisers hosted by Howard Lake, a UK specialist in e-fundraising.



## Develop and implement a plan for the recruitment of donors using direct marketing channels

### Overview

This unit is about acquiring new donors through direct marketing channels.

You will need to plan your approach to achieve the fundraising objective(s) for which you are responsible. Good planning is essential and requires a great deal of attention at an early stage.

You need to develop a clear and achievable plan to acquire new donors through direct marketing channels. These might include direct mail, inserts, doordrops, telephone fundraising, direct dialogue, press advertising, radio or direct response television advertising.

The plan will specify recruitment objectives, segmentation/targeting, media selection, the case(s) for support, budget, timescales and the campaign metrics that will be employed.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

It is likely that your plan will form part of an overall strategy which is someone else's responsibility.

### The unit covers:

1. Planning donor recruitment activity through direct marketing
2. Implementing donor recruitment activity through direct marketing



## Performance Criteria

### To plan e-fundraising activity you must:

1. Clarify the scope of your responsibilities and what is expected of you in terms of fundraising recruitment targets.
2. Review the current direct marketing environment identifying trends, critical issues and giving patterns.
3. Conduct a review of the performance of past direct marketing fundraising activity.
4. Establish a timescale, objectives and budget for the direct marketing recruitment plan.
5. Define the target segment(s) of donors.
6. Identify any opportunities for tailoring the case for support and solicitation propositions to address particular target segments/audiences.
7. Identify any relevant test plans and their objectives.
8. Select appropriate recruitment techniques for each segment in accordance with the available resources.
9. Develop appropriate case(s) for support and solicitation propositions.
10. Brief, liaise with and manage third party suppliers/internal suppliers of specialist, logistical and/or technical support as appropriate.

### To implement a plan for donor recruitment activity you must:

11. Ensure your plan includes details on what you plan to achieve, how, by whom and by when.
12. Build in appropriate campaign metrics to measure and control your plan for evaluation and budgetary purposes.
13. Ensure that you amend the strategy/tactics in the light of the results of any tests undertaken.
14. Brief, liaise with and manage third party suppliers as appropriate.
15. Discuss your fundraising plan with your line manager and other relevant colleagues/stakeholders and seek authorisation for its go ahead as necessary.
16. Implement the fundraising plan according to its steps and schedule.
17. Maintain and update records.
18. Monitor the implementation of your plan and evaluate its success.



## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The deadlines and scope of your work.
- C. The resources at your disposal including for example staff, volunteers, time, money and specialist advice.
- D. The details that you need to include within your plan, for example, the objectives you are planning to meet, the approaches you have selected, a schedule of key activities, the timescales etc.
- E. The importance of consulting with colleagues and other stakeholders during the development of the plan, and how to do this effectively.
- F. Who needs to approve and authorise your plan and the processes within the organisation for consultation and approval.
- G. Your organisation's existing relationships with suppliers of goods and services relating to direct marketing.
- H. our organisation's processes, systems and service level agreements regarding fulfilment and data processing.
- I. How to monitor the implementation of your plan and evaluate its success.

### Sector knowledge and understanding

- J. How to write a clear and comprehensive direct marketing donor recruitment plan.
- K. The impact of legislation (including the Data Protection Act), regulation and codes of practice on direct marketing activity and where to seek information regarding these issues.
- L. Individual giving behaviour, specifically the motives individuals might have for offering their support.

- M. The importance of, and benefits to be derived from, a supporter database for effective direct marketing.
- N. The typical performance benchmarks for each direct marketing channel in donor recruitment.
- O. How to conduct a FRAC (Frequency, Recency, Amount, Category), RFM (Recency, Frequency, Monetary value) or lifetime value analysis of a database.
- P. How to ensure that the data for analysis is clean (i.e. that errors are minimised).
- Q. How and from where to purchase lists of potential supporters, including both cold and reciprocal lists.
- R. How and from where to purchase other media such as advertising space, TV and radio airtime.
- S. The guidelines to follow in selecting and working with a Professional Fundraising Organisation (PFO) partner for the supply of direct dialogue or telephone fundraising services.
- T. How to write a clear and comprehensive direct marketing plan.
- U. Methods and metrics of evaluating the success of direct marketing fundraising.
- V. The impact of direct marketing activity on public trust and confidence in fundraising (See F24) General knowledge and understanding
- W. How to maintain records of your work.
- X. The principal direct marketing channels available and their relative merits.
- Y. The principles of profiling, segmentation, testing and targeting.



## Useful Reading

### Useful Reading

Cialdini, R (2006). Influence: The psychology of Persuasion. Collins, New York

Sargeant A and Jay E (2004) Fundraising Management, Routledge, London

Sargeant A and West E (2001) Direct and Interactive Marketing, Oxford University Press, Oxford

Smith G (1996) Asking Properly, White Lion Press

Warwick M (2001) How To Write Successful Fundraising Letters, Jossey Bass, San Francisco

Warwick M (2003) Testing, Testing 1, 2, 3: Raise More Money with Direct Mail Tests, Jossey Bass, San Francisco

Warwick M (2004) Revolution in the Mailbox: Your Guide to Successful Direct Mail Fundraising, Jossey Bass, San Francisco

One of the most important aspects of fundraising is the development of a generous and loyal supporter base.

This entails the creation of relationships with supporters, taking account of their needs for appropriate, timely and relevant communications.

To achieve this you will need to identify the type(s) of people who support your organisation, the reasons for this support and their preferences for ongoing communication and engagement.

A critical part of your role will be taking action to preserve the loyalty of your supporters, to increase their satisfaction and their value to the organisation over time.



## Monitor, enhance and sustain relationships with supporters of your cause

### Overview

In the context of giving you might achieve this, for example, by increasing the value of their gifts, the frequency of their giving, or encouraging them to upgrade from occasional to regular giving. You will also want to consider soliciting legacy or major gifts from appropriate individuals. In the context of volunteering you might achieve this by planning to engage them in a range of activities reflecting their individual motives and goals

#### The unit covers:

1. Monitoring the development of your organisation's existing supporters
2. Maintaining and developing support

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

### Performance Criteria

#### To monitor the development of your organisation's existing supporters you must:

1. Identify the information that needs to be gathered and held in order to inform the development of supporter strategies.
2. Ensure systems are in place to bring in and hold such information and that they are reviewed regularly for areas to improve.
3. Ensure that the maintenance of supporter records takes place in accordance with legislation, regulations, codes of practice and organisational requirements.
4. Confirm that the supporter records are kept current, accessible and useable.
5. Confirm that Data Protection preferences are recorded as appropriate.
6. Monitor and analyse sources of information to identify trends in the types and levels of support received.
7. Use this information to assess who presently supports the work of your organisation and reasons for this.
8. Evaluate the methods used to maintain existing support and identify whether new methods need to be implemented.
9. Ensure that your chosen method(s) of communication promotes continued good relations and commitment from existing supporters.



## Knowledge and Understanding

### To maintain and develop support you must:

- provide an opportunity to gather further support
  - maintain the enthusiasm of the supporter for the organisation and project
  - provide an opportunity for supporters to have a say on how often and how your organisation communicates with them
  - Provide opportunities for supporters to upgrade their giving.
10. Develop a plan to develop the value of each segment of supporter.
  11. Solicit and review feedback regularly for areas to improve supporter satisfaction.
  12. Conduct regular exit polling of each key category of supporter to establish the reasons for the termination of their support.

### Knowledge and Understanding

#### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The resources available to you and others in your organisation who develop and maintain support.
- C. The different types of supporters of your organisation and how to identify trends in the types and levels of support.
- D. Why people presently support your organisation and why they terminate their support.
- E. The most effective ways of maintaining records on supporters of your organisation
- F. Appropriate and effective methods to seek information from supporters.



### Sector specific knowledge and understanding

- G. How to write a clear and comprehensive supporter development plan.
- H. The impact of legislation (including the Data Protection Act), regulation and codes of practice on supporter development activity and where to seek information regarding these issues.
- I. Individual giving/volunteering behaviour, specifically the motives individuals might have for offering their long-term support
- J. How to conduct a FRAC, RFM or lifetime value analysis of a database.
- K. Fundraising metrics and how to evaluate the response to your request for support.
- L. The typical performance benchmarks

### General knowledge and understanding

- M. How to maintain records of your work.
- N. The range of communication channels available, their relative merits and the basic principles of best practice in relation to each of these.
- O. The principles of profiling, segmentation, testing and targeting.

## Useful Reading

### Useful Reading

Burk P (2003) Donor Centred Fundraising, Burk and Associates Ltd.

Burnett K (2002) Relationship Fundraising: A Donor Based Approach to the Business of Raising Money, Jossey Bass, San Francisco

Lynch R.L., McCurley S (2007) Essential Volunteer Management Directory of Social Change, London

Sargeant A and Jay E (2004) Fundraising Management, Routledge, London



It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

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## Conduct a fundraising audit

### Overview

In your role as a fundraising manager it will be necessary for you to conduct a periodic review of the environment in which your organisation is operating and to assess the performance of the fundraising function as a whole. This may be undertaken in isolation, but is likely that it will form the first step of the fundraising planning process.

The fundraising audit should comprise a thorough strategic appraisal of the wider environment in which the organisation is operating, a competitor analysis, an analysis of potential collaborators (where appropriate) and an assessment of each of the key supporter markets in which the organisation is operating. The audit should also contain an appraisal of the past performance of the organisation's fundraising activity, the strategy and tactics pursued and the impact on the supporter base.

An audit concludes with a detailed SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis which summarises the data gathered and presents it in a form that can subsequently be used to inform fundraising planning.



## Performance Criteria

### To conduct a fundraising audit you must:

1. Develop systems to gather and manage information and knowledge effectively, efficiently and ethically.
2. Identify and evaluate relevant trends and developments, including those covering demographic, attitudinal, political, economic, social, cultural, regulatory and technological developments.
3. Review the fundraising activity of competitor organisations (e.g. nonprofits of a similar size, working in a similar field, or involved in creative/innovative fundraising practice).
4. Review the potential to collaborate with other organisations for the purposes of fundraising.
5. Conduct an analysis of the critical issues, trends and giving patterns in each of the supporter markets the organisation is presently operating (e.g. corporate, trust/foundation, major gift, community fundraising, etc.)
6. Conduct a review of the impact of the organisation and the corresponding case for support, giving consideration to new and alternative ways of presenting the organisation that may appeal to new supporter markets.
7. Conduct a review of your own organisation's past fundraising performance and assess the suitability of the organisation's present portfolio of activities.
8. Conduct a review of the appropriateness of your organisation's fundraising structure, systems, processes and procedures for supporter care.
9. Conduct a review of the appropriateness of the organisation's financial, human and technological resources (e.g. database systems) available to the fundraising function.
10. Conduct a SWOT analysis of the preceding audit data and prioritise and interpret your findings.
11. Organise, share and communicate information and knowledge in a way that supports effective fundraising planning.



## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation and the impact of its work
- B. The deadlines and scope of your work.
- C. The resources at your disposal including for example staff, volunteers, time, money and specialist advice.
- D. How to maintain records of your work, including the sources of any information gathered.
- E. The organisation's case for support.
- F. The organisation's actual/potential supporter base and their needs and expectations.
- G. Actual and potential competitors, including their activities and relative performance levels.
- H. Actual and potential collaborators or partners, including their activities and relative performance levels.
- I. The organisation's structure.
- J. The organisation's performance and the factors that influence this.

### Sector specific knowledge and understanding

- K. The impact of legislation, regulation and codes of practice on fundraising activity and where to seek information regarding these issues.
- L. The key external sources of fundraising audit data.
- M. How to interpret secondary sources of fundraising data.
- N. How to interpret primary fundraising research.
- O. Key fundraising metrics and how to calculate them, for example, ROI, response rates, attrition rates and donor lifetime value.
- P. How to conduct an analysis of a fundraising portfolio.
- Q. How to write a clear and comprehensive fundraising audit report.

### General knowledge and understanding

- R. How to undertake a strengths, weaknesses, opportunities and threats (SWOT) analysis.



## Useful Reading

Andreasen A.R. (2002) Marketing Research That Won't Break The Bank: A Practical Guide To Getting The Information You Need, Jossey Bass, San Francisco

Sargeant A and Jay E (2004) Fundraising Management, Routledge, London

Wilson A (2002) The Marketing Audit Handbook: Tools, Techniques and Checklists to Exploit Your Marketing Resources, Kogan Page, London

## Useful Resources

### **[www.cafonline.org](http://www.cafonline.org)**

The Charities Aid Foundation produces research reports plus 'Charity Trends', an annual report on UK charity finances

### **[www.caritasdata.co.uk](http://www.caritasdata.co.uk)**

Caritas provides financial information on charities that can be used in benchmarking

### **[www.charity-commission.gov.uk](http://www.charity-commission.gov.uk)**

The Charity Commission website provides a range of publications giving guidance to charities plus an online charity database.

### **[www.dsc.org.uk](http://www.dsc.org.uk)**

The Directory of Social Change provide a range of publications on fundraising management.

### **[www.fundraising.co.uk](http://www.fundraising.co.uk)**

Fundraising UK provides news and updates on fundraising plus links to other pertinent sites.

### **[www.guidestar.org.uk](http://www.guidestar.org.uk)**

Searchable database of UK charities.

### **[www.ncvo-vol.org.uk](http://www.ncvo-vol.org.uk)**

The National Council of Voluntary Organisations provides information on giving statistics and trends.



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**www.nicva.org**

The Northern Ireland Council for Voluntary Action provides a periodic State of the Sector report.

**HM Government websites**

Key departments such as the Treasury and the Home Office routinely cover voluntary sector issues and their websites will host reports, reports and policy papers



## Develop and implement an integrated fundraising plan

### Overview

As a fundraising manager you will have responsibility for developing the organisation's overall approach to fundraising, and for agreeing the overall fundraising objectives in consultation with senior managers and/or trustees. The agreed objectives should be consistent with the funding necessary to support the mission.

You will also have responsibility for determining the strategy that the organisation will take to achieve these objectives. This will include a consideration of the key sources of funding that may be sought, the case for support and the key segments of funders 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 the approach you adopt.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

You must ensure that all relevant person(s) are aware of their delegated objectives, responsibilities and authority. You should retain overall responsibility for assessing the suitability, effectiveness and sustainability of the fundraising procedures adopted.

You will also need to coordinate your strategy with other senior colleagues and stakeholders to ensure that the fundraising procedures used and their timing is consistent with the needs of other parts of the organisation (e.g. campaigning and service provision.)

You must review the progress of the plan and monitor the effectiveness of specific aspects and targets. You will need to evaluate whether to modify targets or activities to improve performance or rationalise effort.



### This unit covers:

1. Developing an integrated fundraising plan
2. Implementing an integrated fundraising plan

### For the purposes of this unit:

'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.

'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.

'Organisational culture' refers to the shared values and norms that exist in an organisation and that are communicated to new employees/volunteers.

### Performance Criteria

#### To develop an integrated fundraising plan you must:

1. Analyse and interpret fundraising audit data.
2. In the light of this data, consult with senior colleagues and/or trustees to agree on appropriate and realistic fundraising objectives consistent with the requirements of the organisation.
3. Develop and specify fundraising strategies to achieve these objectives that are consistent with organisational requirements and reflect the opportunities and threats highlighted in the audit.
4. Ensure that the level of risk in implementing these strategies is consistent with organisational requirements.
5. Ensure that the strategies adopted are consistent with the positioning, branding, communication strategies and organisational culture of the organisation.
6. 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 (e.g. campaigning or service provision.)
7. Identify the actions that will be required of the organisation to resource and implement the strategy and ensure these actions will be taken by those responsible.
8. Ensure that risk assessments have been conducted and contingency plans are available where feasible.
9. Ensure that systems are in place to monitor the flow of funds and resources, and to highlight factors that affect this.



### To implement an integrated fundraising plan you must:

10. Develop and agree budgets for the achievement of the strategies, setting out clear actions, accountabilities and milestones.
11. Confirm that the relevant fundraising colleagues have all the information and resources necessary to perform their tasks effectively.
12. Ensure that each person involved in implementation understands their role and has had opportunity to discuss any problems.
13. Ensure that the progress of the fundraising activities is monitored and reviewed against agreed targets and that contingency plans are implemented where discrepancies emerge.
14. Assess the impact that the activities of other agencies and external events have upon the plan and where necessary propose and implement appropriate changes to your strategy.
15. Ensure that experience gained during the implementation of the fundraising plan can be used by staff to further personal development and improve organisational practices.

## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation, its impact and case for support.
- B. The deadlines and scope of your work.
- C. The resources at your disposal including for example staff, volunteers, time, money and specialist advice.
- D. The fundraising market(s) in which the organisation operates.
- E. The organisation's actual/potential supporter base and their needs and expectations.
- F. The organisations actual/potential competitors and partners and the key features of their fundraising strategy.
- G. New and available fundraising opportunities.
- H. Colleagues and other key stakeholders, their needs, objectives and expectations.
- I. Processes for consultation and approval within the organisation.
- J. Sources of information that can aid monitoring and evaluation.

### Sector specific knowledge and understanding

- K. Key fundraising/marketing strategies such as overall direction, segmentation, positioning, branding and nonprofit portfolio management.
- L. The different methods available to raise funds and resources, their advantages and disadvantages and the relative performance of each.
- M. Models of individual and organisational giving behaviour.
- N. Models of individual and organisational giving behaviour.
- O. How giving behaviour may be influenced by the way the case for support is presented.
- P. The impact of legislation, regulation and codes of practice on fundraising activity and where to seek information regarding these issues.



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- Q. How to interpret secondary sources of fundraising data.
- R. How to commission and interpret primary fundraising research.
- S. Key fundraising metrics and how to calculate/interpret them, for example, ROI, response rates, attrition rates and donor lifetime value.
- T. How to monitor fundraising progress and ensure that plans conform to strategic goals.
- U. How to communicate with and motivate fundraising staff, so that they develop skills appropriate to their role.
- V. How the actions and policies of other agencies and external forces may impact on the fundraising for which you are responsible and the strategic options available.
- W. How to write a clear and comprehensive integrated fundraising plan.

**General knowledge and understanding**

- X. The importance of long and medium term planning to the success of an organisation.
- Y. The principles of management and planning.
- Z. The importance of creativity and innovation in management and planning.
- AA. How to identify risks in relation to the achievement of objectives.
- BB. How to develop strategic objectives.
- CC. How to delegate responsibility and allocate resources to support an integrated plan.
- DD. How to develop measures and methods for monitoring and evaluating performance against the objectives of the plan.

**Useful Reading**

Klein K (2006) Fundraising for Social Change, 5th Edition, Wiley, New York

Mordaunt J and Paton R (2006) Thoughtful Fundraising, Routledge, London

Mullin R (2002) Fundraising Strategy, Directory of Social Change, London

Sargeant A and Jay E (2004) Fundraising Management, Routledge, London

Tempel E.R. (2003) Hank Rosso's Achieving Excellence in Fund Raising, Jossey-Bass, San Francisco



It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

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## Manage supporter retention

### Overview

It is estimated that as little as a 10% improvement in the rate of supporter attrition can increase the lifetime value of a fundraising database by between 150 and 200%. Enhancing supporter retention is therefore a key strategic fundraising issue.

You will need to plan and conduct supporter research to establish supporter needs and preferences, use segmentation and profiling effectively and monitor and evaluate the quality of service provided to different segments of supporters. You should also evaluate appropriate opportunities for supporter recognition or the provision of added value and ensure that these are an integral part of the overall fundraising strategy.

It may also be appropriate to plan activities specifically designed to achieve greater loyalty, such as considering or developing regular giving schemes,

or offering a wider variety of ways in which supporters can engage with the organisation. All initiatives must be guided by a firm understanding of supporter behaviour and organisational objectives.

You must also ensure that appropriate systems exist to help you measure the development and retention of supporters. As such you will need to ensure that these systems monitor the levels of support and identify future trends and changes in supporter numbers, types and values.



## Performance Criteria

### To build supporter retention you must be able to:

1. Plan, commission and interpret research to establish supporter needs and preferences.
2. Plan, commission and interpret research to evaluate the quality of service provided to the organisation's supporters.
3. Conduct a periodic review and appraisal of the organisation's communication strategy to ensure this continues to meet the needs of supporters.
4. Ensure appropriate systems are in place to provide data on the development and retention of supporters.
5. Calculate and/or interpret key loyalty metrics, for example, retention/attrition rates, lifetime ROI, lifetime value and levels of supporter satisfaction.
6. Design, develop and implement an appropriate approach to segmenting the existing supporter base.
7. Design, develop and implement a relationship fundraising strategy for each segment, reflecting supporter value to the organisation and the available resources.
8. Where appropriate, recommend changes to the fundraising portfolio, to ensure that the activities available are those capable of generating the highest levels of loyalty (e.g. regular giving programmes).
9. Work with the relevant person(s) to identify ways in which supporters of the organisation could be encouraged to engage with the organisation in multiple ways.
10. Ensure that all the members of your team understand the significance of supporter loyalty and its impact on the performance of the fundraising function.

## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The deadlines and scope of your work.
- C. The resources at your disposal including for example staff, volunteers, time, money and specialist advice.

### Sector specific knowledge and understanding

- D. The determinants of supporter loyalty, including the role of satisfaction, commitment and trust.
- E. Methods of post-hoc segmentation and how to evaluate the viability of each segment.
- F. The principles and practices of relationship fundraising.
- G. The impact of legislation, regulation and codes of practice on supporter retention and development activity and where to seek information regarding these issues.
- H. How to interpret secondary sources of fundraising data.
- I. How to commission and interpret primary fundraising research.
- J. Key retention metrics and how to calculate/interpret them, for example, ROI, response rates, satisfaction levels, attrition rates and supporter lifetime value.
- K. How to monitor fundraising progress and ensure that plans conform to strategic goals.
- L. How to communicate with and motivate staff, so that they develop skills appropriate to their development role.
- M. How to write a clear and comprehensive retention strategy.



## Useful Reading

### Useful Reading

Burk P (2003) Donor Centered Fundraising, Burk and Associates Ltd.

Burnett K (2002) Relationship Fundraising: A Donor Based Approach to the Business of Raising Money, Jossey Bass, San Francisco

Sargeant A and Jay E (2004) Building Donor Loyalty, Jossey Bass, San Francisco

Sargeant A and Jay E (2004) Fundraising Management, Routledge, London



## Lead the monitoring and evaluation of fundraising performance

### Overview

Monitoring and evaluation of delivery is crucial to the success of fundraising activity. This unit is about leading the monitoring and evaluation of an organisation's fundraising strategy and the level of performance being achieved.

External circumstances may change between the preparation of a fundraising audit, the coordination of the various plans involved in the strategy, and between the initial launch and ongoing delivery of the strategy/tactics.

To be able to cope with such changes you must be prepared to review and revise your approach, noting any opportunities the monitoring highlights for performance enhancement or the introduction of more suitable/additional strategies and taking action to improve the effectiveness of the fundraising effort where the monitoring highlights weaknesses or failure to meet the planned targets.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

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Monitoring the delivery of the fundraising strategy means that both successful and unsuccessful strategies can be meaningfully reviewed. The successful aspects of any strategy can be recorded and refined for future reference, while unsuccessful aspects will require intervention to improve performance, limit damage or find creative solutions to the problems encountered.

This unit covers:

1. Monitoring delivery of the strategy
2. Reviewing and amending the strategy



## Performance Criteria

### Performance Criteria

#### To monitor delivery of the fundraising strategy you must:

1. Work with your line manager and other relevant colleagues/ stakeholders to determine performance indicators and measures against which the fundraising strategy/ tactics can be assessed.
2. Monitor and evaluate the impact of internal and external factors on the performance of the organisations' fundraising strategy.
3. Identify relevant details, including timescales, expenditures and income targets and the content of plans devised to achieve them.
4. Consult with those involved in the implementation of the strategies for information and feedback.
5. Monitor and evaluate performance against the indicators and measures agreed.
6. Work with your line manager and colleagues to ensure that the delivery of the strategy is in line with the organisation's wider aims and objectives

#### To review and amend the strategy you must:

7. Establish which aspects are performing according to the strategy and which aspects may benefit from amendment.
8. Identify any amendments to the strategy required as a consequence of changes to the wider organisation's aims and objectives.
9. Record those aspects where amendment was required for future note.
10. Ensure communications channels are open and constructive for feedback on the success and failure of the individual and overall plans.
11. Agree with members of your team areas for revision based on their feedback and evidence.
12. Revise the measures and review dates, where appropriate.
13. Record the modifications accurately.
14. Inform all those involved in the implementation of the modified strategy as appropriate.
15. Use indicators and measures to inform future fundraising activity.
16. Promote the evaluation of fundraising activities and its importance to the organisation.



## Knowledge and Understanding

### Knowledge and Understanding

#### Context specific knowledge and understanding

- A. Your responsibilities and authority including boundaries and any overlaps with others' responsibilities and authorities.
- B. The organisation's culture with respect to fundraising.
- C. Fundraising objectives and the strategy devised to achieve these objectives.
- D. Detailed plans, prepared in accordance with the overall strategy, including contingency plans.
- E. Projected levels of funding / resources anticipated.
- F. Actual levels of funding / resources attracted.
- G. Different types of funding and resources attracted.
- H. Criteria for assessing the performance of the strategy.
- I. Resources which can be applied to the implementation of the strategy.
- J. Procedures for implementing amendments and revisions to the strategy.

#### Sector specific knowledge and understanding

- K. Performance indicators/measures applicable to fundraising, including return on investment models, post investment appraisals, actual performance versus objectives, RFM values, donor lifetime value models, retention/attrition rates.
- L. Interpretation of published accounts and management accounting reports. Distinction between restricted, unrestricted and designated funds.
- M. Legislation, regulations and codes of practice applicable to monitoring fundraising strategy.
- N. External benchmarking tools.

#### General knowledge and understanding

- O. The importance of monitoring and evaluation and their impact on short-term and long-term financial performance.
- P. The importance of consulting with colleagues and other stakeholders in developing indicators and measures.
- Q. Principles and practice of providing constructive feedback to others.
- R. The importance of promoting the success of fundraising activities and programmes.



## Useful Reading

### Useful Reading

Charities Evaluation Services (2005) Practical Monitoring and Evaluation, Charities Evaluation Services, London

Palmer P and Randall A (2001) Financial Management in the Voluntary Sector: An Introduction, Routledge, London

Sargeant A and Jay E (2004) Fundraising Management, Routledge, London



It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

## Manage fundraising resources effectively

### Overview

As someone in control of fundraising you will be accountable for the management of resources allocated to this task.

You will be required to monitor, review and oversee an overall budget and the distribution and utilisation of non-financial resources (e.g. material, technological, and human resources).

Where monitoring reveals areas where resources could be allocated more effectively or additional resources are required it is your responsibility to determine the most appropriate allocation or redistribution of resources, recommend and implement the changes.

You must also ensure that in managing your resources you take proper account of the risks inherent in each activity. This requires an evaluation of all risks, not just financial ones.

### The unit covers:

1. Allocating fundraising resources for maximum effect
2. Monitoring the fundraising resource allocation
3. Reviewing and reallocating fundraising resources as necessary



## Performance Criteria

### To allocate fundraising resources for maximum effect you must:

1. Identify the full range of fundraising activities that are planned or are already taking place.
2. Identify what resources are required to facilitate those fundraising activities and the budget allocated for them.
3. Conduct a risk assessment of the activities, including whether there are any risks for which full health and safety risk assessments or additional insurance cover will be required.
4. Compare the scope of resources available to determine whether gaps exist, and whether additional resources may be required to facilitate successful fundraising performance.
5. Ensure resources are allocated in accordance with:
  - the skills base within your organisation
  - the time frame that you are operating within
  - agreed organisational and fundraising priorities
  - your budget
  - acceptable levels of risk
6. Identify and build in contingencies to cope with necessary changes.
7. Consult with and communicate your decisions to those who will implement them.

### To monitor the allocation of fundraising resources you must:

8. Establish a reasonable and meaningful time and logistical cycle for reviewing fundraising resource allocation.
9. Ensure methods, including budget monitoring, are in place to identify poor utilisation of resources.
10. Review those methods to ensure feedback is available on resources allocation.

### To review and reallocate fundraising resources you must:

11. Identify discrepancies between projected and actual fundraising activities.
12. Determine those areas where resources might be more effectively re-allocated or where additional resources are required.
13. Plan revised resource allocation and present your recommendation to your line manager/other relevant people.
14. Ensure that any reallocation of human resource fits with expertise and the personal development plans of individuals.
15. Negotiate the re-allocation of resources and discuss the re-allocation of resources with those who will implement your decisions, amending your budget if necessary.



## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The scope of your task, the responsibilities and limits of your authority.
- C. The fundraising strategy and the purpose and relative value of the activities planned.
- D. The resources currently allocated to activities.
- E. The types of changes that may need to be undertaken to ensure the safety of fundraising activities and appropriate documentation (including insurance cover) that could be required.
- F. Who to instruct to undertake a health and safety risk assessment (if required).
- G. The budget at your disposal and how to monitor and oversee its allocations.
- H. Organisational guidelines and procedures for the preparation and approval of budgets and for monitoring and reporting of performance against budgets and revising budgets.
- I. The performance to date of the planned fundraising activity and any amendments to the activity schedule/ projected outcomes.
- J. The expertise, experience and personal development plans of all (paid and unpaid) colleagues involved in the delivery of the fundraising strategy.

### Sector knowledge and understanding

- K. Legislation, regulations and codes of practice applicable to personal accountability and the management of resources.
- L. Legislation, regulations and codes of practice applicable to organisational accountability and the management of resources.

### General knowledge and understanding

- M. How to negotiate resource reallocation whilst maintaining good working relations.
- N. The main causes of variances, how to identify them and the corrective action which could be taken to address them.
- O. The importance of providing regular information on the performance of your area to relevant people and what they might want to know.
- P. How to encourage colleagues to think about ways of reducing expenditure and increasing income.



## Useful Reading

Hinde A and Kavanagh C (2006) *The Health and Safety Handbook for Voluntary and Community Organisations*, Directory of Social Change, London

Lawrie A (2001) *The Complete Guide To Business and Strategic Planning for Voluntary Organisations*, Directory of Social Change, London

Mullins L.J. (2007) *Management and Organisational Behaviour*, FT and Prentice Hall, London

Palmer P and Randall A (2001) *Financial Management in the Voluntary Sector: An Introduction*, Routledge, London

Sayer K (2007) *A Practical Guide To Financial Management*, Directory of Social Change, London

Taylor G (1999) *Managing Conflict*, Directory of Social Change, London

Volunteering England (2002) *The Good Practice Guide*, Volunteering England, London



## Plan and Co-ordinate Joint Working for Fundraising

### Overview

This unit is about working effectively with other organisations or functions in your organisation towards realising your fundraising goals. It includes managing the interface with other functions, establishing shared goals and the capabilities, roles, responsibilities, rights and expectations of each function. It includes monitoring performance against mutual expectations and evaluating the effectiveness of the working relationships in achieving shared goals.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

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### Performance Criteria

#### To work collaboratively with other functions or organisations you must:

1. Identify other functions (or organisations) and key stakeholders within these, and establish their interest and understanding, relevant to achieving your fundraising aims and objectives.
2. Recognise and respect the roles, responsibilities, interests and concerns of the stakeholders in other organisations or functions.
3. Discuss and consult with stakeholders in relation to key decisions and activities important for promoting a focus on delivering value to supporters, and take account of their views, including their priorities, expectations and attitudes.
4. Identify and resolve conflicts of interest and disagreements with stakeholders, in ways that minimise damage to work/activities, to the individuals involved and to the organisation.
5. Monitor and review the effectiveness of working relationships with stakeholders in other organisations or functions, seeking and providing feedback, in order to identify areas for improvement.
6. Create service level agreements, as and where appropriate.
7. Fulfil agreements made with colleagues and stakeholders and let them know, advising them promptly of any difficulties, or where it will be impossible to fulfil agreements.
8. Monitor the effectiveness of the cooperation across business functions in achieving the organisation's fundraising objectives and identify and communicate where this is effective and address any area of concern with those involved.



## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The scope of your task, the responsibilities and limits of your authority.
- C. Relevant colleagues/stakeholders, their work roles and responsibilities.
- D. The identified information needs of colleagues and stakeholders
- E. Mechanisms for consulting with colleagues and stakeholders on key decisions and activities.
- F. The organisation's planning and decision making processes.
- G. Power, influence, politics and management culture within the organisation.
- H. Mechanisms for monitoring and reviewing the effectiveness of working relationships with colleagues and stakeholders.

### Sector specific knowledge and understanding

- I. Fundraising legislation, regulations and codes of practice.
- J. Developments, issues and concerns of importance to stakeholders in the sector.

### General knowledge and understanding

- K. The different functions in an organisation and their roles and responsibilities in achieving the organisation's overall aims.
- L. The different functions in potential partner organisations and their roles and responsibilities in achieving their organisation's overall aims.
- M. The reasons why there may be conflicts and misunderstandings between functions or organisations, for example, regarding which stakeholders and activities are the most important.
- N. Why it is important to identify key colleagues and stakeholders within different functions.

- O. Principles of effective communication and how to apply them in order to communicate effectively with colleagues and stakeholders.
- P. How to identify and meet the information needs of colleagues and stakeholders.
- Q. What information it is appropriate to provide to colleagues and stakeholders and the factors that need to be taken into consideration.
- R. How to consult, communicate and coordinate with colleagues and stakeholders in relation to key decisions and activities.
- S. The importance of taking account and being seen to take account, of the views of colleagues and stakeholders, particularly in relation to their priorities, expectations and attitudes towards the role of the fundraising function.
- T. Why communication with colleagues and stakeholders on fulfilment of agreements or any problems affecting or preventing fulfilment is important.
- U. How to identify conflicts of interest with colleagues and stakeholders and the techniques that can be used to manage or resolve them.
- V. How to anticipate, recognise and take account of political issues when dealing with colleagues and stakeholders.



## Useful Reading

Lank E (2005) Collaborative Advantage: How Organisations Win by Working Together Palgrave MacMillan, London

Fisher R., Ury W. L. and Patton, Bruce (1991). Getting to Yes: Negotiating Agreement Without Giving In, Penguin, New York



## Promote public trust and confidence in fundraising

### Overview

#### Overview

Fundraisers have an important role to play in the overall accountability and transparency of charities. They are often the main point of contact between charities and the public and communicating about causes, donations and outcomes and how the three interrelate is key to their work. This process is critical in building public trust and confidence in the voluntary sector.

This unit requires you to demonstrate that you take steps to ensure that your organisation is accountable and transparent in communicating with supporters. It also requires you to consider broader issues that might impact on the public trust, such as the environmental impact of your fundraising practice and to recommend changes, as appropriate, to your Board.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

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#### For the purposes of this unit:

'Accountability' refers to being responsible to someone for actions taken, about being able to explain, clarify and justify actions. It implies that someone has a right to know and hold an organisation to account and that the organisation has a duty to explain and account for its actions

'Transparency' refers to being easy to understand and being open, frank and honest in all communications, transactions and operations.

'Board' refers to the governing body of the organisation. This may, for example be a Board of Trustees, a Council or a Management Committee.



## Performance Criteria

### To promote public trust and confidence in fundraising you must:

1. Ensure that you and members of your team adhere to the Institute of Fundraising's codes of professional conduct
2. Ensure that all fundraising activity for which you have responsibility meets the requirements of legislation, regulation and codes of practice.
3. Operate proactively to give donors, beneficiaries and other stakeholders a better understanding of how your nonprofit organisation works its mission and its fundraising.
4. Respect the reasonable requests of donors and other stakeholders for information.
5. Ensure that all members of your team are able to answer common questions posed by donors, beneficiaries, the public and the media.
6. Ensure that all fundraising communications contribute (as appropriate) to explaining how the organisation operates and what it has achieved.
7. Ensure that there are systems in place to generate data in respect of the costs of fundraising and payments to agency fundraisers.
8. Identify how supporters would like to be communicated with and where possible seek to comply with their requests.
9. Ensure that a complaints procedure is in place and that it is clear to supporters and the public how this may be instigated.
10. Ensure that a procedure is in place to deal with supporter enquiries and concerns in a timely manner.
11. Monitor the environmental impact of the organisation's fundraising practice and recommend changes, as appropriate, to the Board.

## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The scope of your role, responsibilities and limits of your authority. Sector knowledge and understanding
- C. Why accountability and transparency are important.
- D. The key drivers of trust in an organisation.
- E. Where to source information on these issues.
- F. The legislation, regulation and codes of practice impacting on fundraising activity and where to seek information regarding these issues. This must include knowledge of the work of the Fundraising Standards Board.
- G. How to calculate and explain the costs of fundraising incurred by your organisation.
- H. The difference between restricted and unrestricted funds and the fundraising implications of soliciting each.

### General knowledge and understanding

- I. How to establish a complaints handling procedure.
- J. Current trends in respect of public attitudes towards environmental issues and corporate social responsibility.



## Useful Reading

Mordaunt J and Paton R (2007) Thoughtful Fundraising, Routledge, London

Sargeant A and Jay E (2004) Fundraising Management, Routledge, London

## Useful Resources

**[www.frsb.org.uk](http://www.frsb.org.uk)**

The Fundraising Standards Board website.



## Develop a customer focussed organisation

### Overview

This unit is about ensuring that your organisation puts customers first. The organisation's vision, values, processes and systems, for example, should all be clearly driven by and geared to satisfying customer needs.

In this unit, 'customer' refers to both internal and external customers.

For the purposes of this unit, 'organisation' can mean a self contained entity such as a private sector company, a charity or a local authority or a significant operating unit, with a relative degree of autonomy, within a larger organisation.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

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### Performance Criteria

#### You must be able to do the following:

1. Establish a shared vision and understanding of how staff in your organisation will work with customers.
2. Establish a set of customer-based values and beliefs which develops suitable skills, behaviours and attitudes leading to an environment that puts the customer first.
3. Ensure that customer-focussed processes and systems exist throughout the organisation.
4. Ensure that there are schemes in place that maintain staff loyalty and commitment to providing a level of service that beats customers' expectations.
5. Establish partnerships, where appropriate, with other organisations to maintain and improve services to customers.
6. Ensure that joint activities are undertaken with customers in order to identify and make improvements to the level of customer service provided by your organisation.
7. Measure, periodically, the level of customer service your organisation is providing.



## Knowledge and Understanding

### General Knowledge and Understanding:

- A. The principles of effective customer service.
- B. The factors that make customers satisfied.
- C. The importance of achieving customer satisfaction.
- D. How to measure the level of customer service being provided.
- E. The benefits of forming partnerships to maintain and improve customer service.
- F. Best practice in customer service outside your own sector.
- G. Techniques and reward strategies for motivating staff.
- H. Process/systems design and management.

### Industry/sector specific knowledge and understanding

- I. Current and emerging trends that are likely to affect your products and/or your services.
- J. Developments in technology.
- K. Where to make effective strategic partnerships.
- L. The legal and regulatory framework within which you work, including customer and consumer rights, relevant codes of practice and ethical codes. Notable here is the work of the Fund Raising Standards Board and its complaints procedure.

### Context specific knowledge and understanding:

- M. Your organisation's products and services.
- N. The overall vision, objectives and associated plans of your organisation.
- O. Your organisation's customers.
- P. The strengths and weaknesses of your organisation in terms of satisfying customers.

- Q. How a change in your market, structure, products or services will affect your customers.
- R. The activities and services of your competitors or similar organisations, and how this may affect your products, services and processes.



## Behaviour that Underpins Knowledge

### Behaviour that Underpins Knowledge

1. You constantly seek to improve performance.
2. You find practical ways to overcome barriers.
3. You show a clear understanding of different customers and their needs.
4. You give people opportunities to provide feedback and you respond appropriately.
5. You develop systems to gather and manage information and knowledge effectively, efficiently and ethically.
6. You articulate a vision that generates excitement, enthusiasm and commitment.
7. You model behaviour that shows respect, helpfulness and co-operation.
8. You advocate customer's interests within your organisation.



## Provide leadership in your area of responsibility

### Overview

The unit is about providing direction to people in a clearly and formally defined area or part of an organisation and motivating and supporting them to achieve their vision and objectives for the area.

The 'area of responsibility' maybe, for example, a branch or department or functional area or an operating site within an organisation.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

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### Performance Criteria

#### You must be able to:

1. Create a vision of where your area is going and clearly and enthusiastically communicate it, together with supportive objectives and operational plans, to the people working within your area.
2. Ensure that people working within your area understand and can see how the vision, objectives and operational plans link to the vision and objectives of the overall organisation.
3. Steer your area successfully through difficulties and challenges, including conflict within the area.
4. Create and maintain a culture within your area which encourages and recognises creativity and innovation.
5. Develop a range of leadership styles and select and apply them to appropriate situations and people.
6. Communicate regularly, making effective use of a range of different communication methods, with all the people working within your area and show that you listen to what they say.
7. Give people in your area support, advice and feedback when they need it especially during periods of setback and change.
8. Motivate and support people in your area to achieve their work and development objectives and provide recognition when they are successful.
9. Empower people in your area to develop their own ways of working and take their own decisions within agreed boundaries.
10. Encourage people to give a lead in their own areas of expertise and show willingness to follow this lead.
11. Win, through your performance, the trust and support of people within your area for your leadership and get regular feedback



## Knowledge and Understanding

### General Knowledge and Understanding:

- A. The fundamental differences between management and leadership
- B. How to create a compelling vision for an area of responsibility
- C. How to select and successfully apply different methods for communicating with people across an area of responsibility
- D. A range of different leadership styles and how to select and apply these to different situations and people
- E. How to get and make use of feedback from people on your leadership performance
- F. Types of difficulties and challenges that may arise, including conflict within the area, and ways of identifying and overcoming them
- G. The benefits of and how to create and maintain a culture which encourages and recognises creativity and innovation
- H. The importance of encouraging others to take the lead and ways in which this can be achieved
- I. How to empower people effectively
- J. How to select and successfully apply different methods for encouraging, motivating and supporting people and recognising achievement.
- P. The vision and objectives of the overall organisation
- Q. The vision, objectives, culture and operational plans for your area of responsibility
- R. Types of support and advice that people are likely to need and how to respond to these
- S. Leadership styles used across the organisation
- T. The human resources culture and policies of the organisation.

### Industry/sector knowledge and understanding

- J. Leadership styles common in the industry/sector
- K. Legal, regulatory and ethical requirements in the industry/sector

### Context specific knowledge and understanding

- L. Your own values, motivations and emotions
- M. Your own strengths and limitations in the leadership role
- N. The strengths, limitations and potential of the people that you lead
- O. Your own role, responsibilities and level of power



## Behaviour that Underpins Knowledge

### Behaviour that Underpins Knowledge

1. You articulate a vision that generates excitement and enthusiasm.
2. You create a sense of common purpose
3. You take personal responsibility for making things happen and take responsibility for mistakes that are made by you or where appropriate in your area as a whole.
4. You make complex things simple for the benefit of others
5. You encourage and support others to take decisions autonomously
6. You act within the limits of your authority
7. You make time available to support others
8. You show integrity, fairness and consistency in decision-making
9. You seek to understand people's needs and motivations
10. You model behaviour that show respect, helpfulness and co-operation
11. You encourage and support others to make the best use of their abilities
12. You represent the needs and concerns of those in your area to others in the organisation, as and when appropriate.
13. You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work
14. You comply with legal requirements, industry regulations and professional codes.



## Represent Fundraising to the Board

### Overview

This unit is about demonstrating the importance of fundraising to the Board of a nonprofit and ensuring that trustees/directors understand how fundraising works. It is also about ensuring that these individuals understand the role that they might play in enhancing the performance of the fundraising function and particularly in assisting with appropriate forms of fundraising, such as major gift.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

The Institute of Fundraising's website contains access to the Codes of Fundraising Practice as well as news and information about current trends and issues. [www.institute-of-fundraising.org.uk/codes](http://www.institute-of-fundraising.org.uk/codes)

### Performance Criteria

#### **To represent fundraising to the Board you should be able to:**

1. Communicate the importance of effective fundraising in achieving an organisation's aims.
2. Communicate the nature and importance of a Board's role in achieving fundraising objectives.
3. Communicate the importance of transparency and accountability in the public reporting of fundraising results.
4. Provide reports and summary statistics, including relevant metrics, on the performance of the organisation's fundraising function.
5. Identify and communicate the key drivers of fundraising performance in your organisation.
6. Explain and justify the pattern of performance achieved, highlighting weaknesses in performance as appropriate.
7. Respond appropriately to requests from the Board for additional information or clarification, dealing effectively with any misconceptions or misunderstandings about the operation of the fundraising function.
8. Demonstrate the importance of supporter retention and the rationale for investing in this area.
9. Demonstrate how fundraising strategies and plans help to develop and maintain positive relationships with supporters and the resultant benefits in terms of loyalty and donor lifetime value.
10. Demonstrate how an effective fundraising strategy allows an organisation to make efficient use of its resources by focusing upon the target audiences and supporters most responsive to its solicitations.
11. Demonstrate how new fundraising products/services allow the organisation to satisfy changing supporter needs and how this generates return on investment.



12. Report on the environmental impact of the organisation's fundraising activities and suggest changes in policy, as appropriate.
13. Work with the Board as appropriate to develop an ethical policy to guide the organisation's fundraising practice.

## Knowledge and Understanding

### Context Specific Knowledge and Understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The scope of your role, responsibilities and limits of your authority.
- C. The current level of knowledge and understanding among board members about the process of fundraising, typical returns from fundraising and fundraising reporting requirements
- D. The identified information needs of board members and other stakeholders
- E. The organisation's planning and decision making processes.
- F. The role the Board might play in assisting with or facilitating fundraising activities
- G. Power, influence, politics and management culture within the organisation.

### Sector Specific Knowledge and Understanding

- H. Why accountability and transparency are important.
- I. Fundraising legislation, regulation, ethics and codes of fundraising practice.
- J. How to calculate and explain the costs of fundraising incurred by your organisation.
- K. The difference between restricted and unrestricted funds and the fundraising/legal implications of soliciting each.
- L. The importance of donor retention and loyalty.
- M. Current trends in public perceptions of nonprofit organisations and current fundraising practice
- N. Current trends in media perceptions of nonprofit organisations and current fundraising practice.



### General Knowledge

- O. Potential barriers to promoting the value of fundraising within an organisation, the reasons for these and methods for overcoming them.
- P. Common misunderstandings about the nature of fundraising, fundraising costs and the public reporting thereof.
- Q. The principles of strategic management and business planning
- R. The importance of corporate social responsibility and how to reflect this within an organisation's fundraising strategy.
- S. The importance of consulting with colleagues and other stakeholders in promoting the value of fundraising and how to do this effectively.
- T. How to develop measures and methods for monitoring and evaluating the performance of fundraising and the return on investment achieved.

### Useful Reading

Anderson A (1996) Ethics for Fundraisers, Indiana University Press, Indianapolis, IN

Fischer M (2000) Ethical Decision Making in Fund Raising, John Wiley and Sons, San Francisco

Hoskins T (2005) The ICSA Corporate Social Responsibility Handbook: Making CSR Work for Business, ICSA Publishing, London

Kotler P and Lee N (2005) Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause, John Wiley, San Francisco, CA

Salamon L.M. (2003) The Resilient Sector: The State of Nonprofit America, Brookings Institution Press, Washington, DC

Sargeant A (2004) Marketing Management for Nonprofit Organizations, Oxford University Press, London

Sargeant A and Jay E (2004) Building Donor Loyalty, Jossey Bass, San Francisco.

Seddon N (2007) Who Cares?, Civitas, London



## Make sure your own actions reduce risks to health and safety

### Overview

#### This unit is about:

The health and safety responsibilities for everyone in your workplace. It describes the competences required to make sure that:

- your own actions do not create any health and safety hazards
- you do not ignore significant risks in your workplace, and
- you take sensible action to put things right, including: reporting situations which pose a danger to people in the workplace and seeking advice

#### This unit is for:

Everyone at work (whether paid, unpaid, full or part time). It is about having an appreciation of significant risks in your workplace, knowing how to identify and deal with them.

Fundamental to this unit is an understanding of the terms “hazard”, “risk” and “control”.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

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### Performance Criteria

#### You must:

##### Identify the hazards and evaluate the risks in your workplace:

1. identify which workplace instructions are relevant to your job
2. identify those working practices in your job which could harm you or others
3. identify those aspects of your workplace which could harm you or others
4. check which of the potentially harmful working practices and aspects of your workplace present the highest risks to you or to others
5. deal with hazards in accordance with workplace instructions and legal requirements
6. correctly name and locate the people responsible for health and safety in your workplace
7. report to the people responsible for health and safety in your workplace those hazards which present the highest risks.

##### Reduce the risks to health and safety in your workplace:

8. carry out your work in accordance with your level of competence, workplace instructions, suppliers or manufacturers instructions and legal requirements
9. control those health and safety risks within your capability and job responsibilities
10. pass on suggestions for reducing risks to health and safety to the responsible people
11. make sure your behaviour does not endanger the health and safety of you or others in your workplace
12. follow the workplace instructions and suppliers’ or manufacturers’ instructions for the safe use of equipment, materials and products
13. report any differences between workplace instructions and suppliers’ or manufacturers’ instructions



X1



## Knowledge and Understanding

14. make sure that your personal presentation and behaviour at work:

- protects the health and safety of you and others,
- meets any legal responsibilities, and
- is in accordance with workplace instructions

### You must know and understand:

- A. what “hazards” and “risks” are
- B. your responsibilities and legal duties for health and safety in the workplace
- C. your responsibilities for health and safety as required by the law covering your job role
- D. The hazards which exist in your workplace and the safe working practices which you must follow.
- E. the particular health and safety hazards which may be present in your own job and the precautions you must take
- F. the importance of remaining alert to the presence of hazards in the whole workplace
- G. the importance of dealing with, or promptly reporting, risks
- H. the responsibilities for health and safety in your job description
- I. the safe working practices for your own job
- J. the responsible people you should report health and safety matters to.
- K. where and when to get additional health and safety assistance
- L. your scope and responsibility for controlling risks
- M. workplace instructions for managing risks which you are unable to deal with
- N. suppliers’ and manufacturers’ instructions for the safe use of equipment, materials and products which you must follow
- O. the importance of personal presentation in maintaining health and safety in your workplace
- P. the importance of personal behaviour in maintaining the health and safety of you and others
- Q. the risks to the environment which may be present in your workplace and/or in your own job



## Use Information Technology effectively in fundraising

### Overview

This unit concerns the effective use of IT and supporter/contact databases in fundraising.

IT systems and tools underpin the majority of fundraising functions, and it is important to be aware of the importance, potential and limitations of each in facilitating effective fundraising activity. A supporter or contacts database is likewise a key tool, especially in individuals fundraising and direct marketing.

You will need to develop a working knowledge of the IT tools and systems available within your organisation, and an awareness of how these could be augmented or developed to assist in fundraising. You will also need to understand, use and be able to brief others in the use of any supporter/contacts database system that is available to you.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

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It is likely that the development and maintenance of the organisation's IT and database resources will be some else's responsibility.

#### This unit covers:

1. Using IT tools effectively in fundraising
2. Understanding and using supporter/contacts databases effectively in fundraising



## Performance Criteria

### To use IT tools and systems effectively in fundraising you must:

1. Ensure that you are aware of the range of IT tools available to the fundraising function within your organisation and that you have received a relevant level of training on each.
2. Ensure that all immediate colleagues have received the correct level of IT training to effectively facilitate their work.
3. Accurately identify the type and quality of IT resources you need to meet your agreed fundraising objectives, or that would significantly improve fundraising performance or efficiency.
4. Identify any shortfall between required and allocated IT resources; discuss and recommend changes to the relevant people.
5. Research and benchmark the effective use and development of IT tools within fundraising, and discuss/ make recommendations as appropriate.
6. Stay up to date on the development of IT tools and seek information or training cost-effectively whenever necessary.
7. Ensure that you have access to third party suppliers, or any IT specialists or supporting services to overcome any difficulties or potential difficulties in using IT systems and technologies.

### To understand and use supporter/contacts databases effectively in fundraising you must:

8. Ensure that you are aware of the structure, content, basic functionality, value, potential and limitations of supporter/contacts databases in your organisation.
9. Ensure that all immediate colleagues have received the appropriate level of training on the database/s to effectively facilitate their work.
10. Accurately identify the type and quality of data you need to meet your agreed fundraising objectives, or that would significantly improve fundraising performance or efficiency.
11. Identify any shortfall between required and allocated database functionality, discuss and recommend changes to the relevant people.
12. Research and benchmark the effective use and development of supporter/contacts databases in fundraising, and discuss/make recommendations as appropriate.
13. Be fully conversant with Data Protection legislation and with the policies and procedures adopted by your organisation in this regard.



## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The relevant person(s) within the organisation to consult with/approve any changes to IT resources or procedures.
- B. The relevant person(s) within the organisation to consult with/approve any changes to database resources or procedures.
- C. The relevant person(s) within the organisation to discuss/implement IT or database training requirements for you and your immediate colleagues.
- D. Planned IT and database developments within the organisation that might impact on fundraising performance.
- E. What existing support agreements/ policies and processes are in place.

### Sector specific knowledge and understanding

- F. The impact of legislation, regulation and codes of practice regarding Data Protection, data storage and the use of data in fundraising and where to seek information regarding these issues.
- G. Where and how to source benchmarking, best practice and competitor information on the use of supporter/contact databases and IT tools in fundraising.

## Useful Reading

Flory P (2004) Quick Guides: Fundraising Databases - An introduction to the set up and use, Directory of Social Change, London

Sargeant A and Jay E (2004) Fundraising Management, Routledge, London

Tapp A (2005) Principles of Direct and Database Marketing, Financial Times and Prentice Hall, London

Ticher P and Powell M (2000) Information Management - for Voluntary and Community Organisations, Directory of Social Change, London



## Lead others in the achievement of fundraising work

### Overview

This unit is about providing direction to people to align their efforts. It involves inspiring and motivating teams of employees and/or volunteers towards achieving fundraising objective(s).

To do this you will need to make sure that you understand your own role within the work plan that has been provided to you. You will also need to be able to inform, monitor and support your team about their job roles within the work plan.

You will need to review the work of your team and consider their performance and quality of work and whether it could be improved. You will need to evaluate these issues and communicate with your team, and individuals within it, in a constructive manner. You will contribute to their career development.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

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### This unit covers:

1. Informing your team about the plans for their work
2. Carrying out the work with your team
3. Reviewing the performance of the team



## Performance Criteria

### To inform your team about the plans for their work you must:

1. Ensure that you are clear about your own role within the work plan and the role(s) of your team, seeking clarification from your line manager where necessary.
2. Inform your team of their tasks and responsibilities in a way that promotes good working relationships and clarifies boundaries.
3. Empower team members to develop their own ways of working and take their own decisions within agreed boundaries.
4. Ensure that your team is fully conversant with the methods they will use to carry out fundraising activities.

### To carry out the work with your team you must:

5. Monitor the work of your team to ensure that members of your team are undertaking their tasks efficiently, effectively and in accordance with the work plan.
6. Provide support and advice to members of your team on how to achieve their objectives.
7. Guide your team successfully through difficulties and challenges, including any conflict within the team.
8. Communicate regularly, making effective use of a range of different communication methods with all the people working within your team and show that you listen to what they say.

9. Motivate people across your team to achieve their work and development activities and provide recognition when they are successful.
10. Ensure your availability to solve any emergent problems, and to ensure a healthy flow of information among all relevant persons.
11. Seek advice and guidance from your line manager or other relevant colleagues if you need help to achieve your team's objectives.

### To review your performance and that of your team you must:

12. Advise your team that you will be reviewing their performance and carry this out in an objective manner that will not compromise their work.
13. Provide feedback to each individual on:
  - the work of the team as a whole
  - the work of that individual
14. Consult your team for:
  - Constructive suggestions to improve future performance
  - Opportunities to improve information flow
  - Any foreseeable problems in completing the plan
15. Evaluate your own performance in leading the team and ask your line manager for feedback.



## Knowledge and Understanding

### Context specific knowledge and understanding

- A. The aims, ethics, culture, past history and mission of your organisation.
- B. The objectives and operational plans for your area of responsibility.
- C. Who is the relevant person
  - To clarify any issues arising from your work plan
  - To provide advice and guidance for your own tasks and those of your team
  - To provide feedback to your team and on your own performance
- D. The strengths, limitations, potential and career development objectives of people that you lead.
- E. Your own role, responsibilities and level of authority.
- F. Your own strengths and limitations in the leadership role.

### Sector knowledge and understanding

- G. The impact of legislation, regulations and codes of practice on yourself and your team and on fundraising activities and where to seek information regarding these issues.
- H. The value and role of volunteers.
- I. Common motivations for volunteering.
- J. Key reasons for volunteer attrition.
- K. Typical career paths in the nonprofit sector for people in similar positions as your team members, and how to provide them with work experience, training opportunities and mentoring to advance their careers appropriately.

### General knowledge and understanding

- L. How to select and successfully apply different methods for communicating with people.
- M. How to encourage clarifying questions, and discussions on potential improvement of work plans.
- N. Methods to review the work of your team that are effective, unobtrusive and objective.
- O. How to find workable solutions to problems in accordance with legislation and the requirements of an organisation, seeking further information where necessary.
- P. How to provide constructive feedback.
- Q. How to select and apply successfully different methods for encouraging, motivating, supporting and empowering people and recognising achievement.
- R. How to identify the talent of your team members and provide a nurturing environment for their career growth.
- S. How to obtain and make use of feedback from people on your leadership performance.



## Useful Reading

Connors T.D. (1999) *The Volunteer Management Handbook*, John Wiley and Sons Inc, New York

Hall L, Torrington D and Taylor S (2004) *Human Resource Management*, Prentice Hall, London

Lewthwaite J (2000) *Everything You Need For An NVQ In Management*, Thorogood, Abingdon.

McCurley S and Lynch R (1998) *Essential Volunteer Management*, Directory of Social Change, London

Moore J (2001) *Managing Volunteers Successfully*, Suffolk Association of Voluntary Organisations

Mullins L.J. (2007) *Management and Organisational behaviour*, FT and Prentice Hall, London

Vecchio R.P. (2005) *Organisational Behaviour*, South Western College Publishing

Volunteering England (2002) *The Good Practice Guide*, Volunteering England, London



## Provide learning opportunities for colleagues

### Overview

This unit is about supporting colleagues in identifying their learning needs and helping to provide opportunities to address these needs.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

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### Performance Criteria

#### You will:

1. Promote the benefits of learning to colleagues and make sure that their willingness and efforts to learn are recognised
2. Give colleagues fair, regular and useful feedback on their work performance, discussing and agreeing how they can improve
3. Work with colleagues to identify and prioritise learning needs based on any gaps between the requirements of their work roles and their current knowledge, understanding and skills
4. Help colleagues to identify the learning style(s) or combination of styles which work best for them and ensure that these are taken into account when identifying and undertaking learning activities
5. Work with colleagues to identify and obtain information on a range of possible learning activities to address identified learning needs
6. Discuss and agree, with each colleague, a development plan which includes learning activities to be undertaken, the learning objectives to be achieved, the required resources and timescales.
7. Work with colleagues to recognise and make use of unplanned learning opportunities
8. Seek and make use of specialist expertise in relation to identifying and providing learning for colleagues
9. Support colleagues in undertaking learning activities, making sure any required resources are made available and making efforts to remove any obstacles to learning
10. Evaluate, in discussion with each colleague, whether the learning activities they have undertaken have achieved the desired outcomes and provide positive feedback on the learning experience



11. Work with colleagues to update their development plan in the light of performance, any learning activities undertaken and any wider changes
12. Encourage colleagues to take responsibility for their own learning, including practicing and reflecting on what they have learned

## Knowledge and Understanding

### You will know:

#### General knowledge and understanding:

- A. The benefits of learning for individuals and organisations and how to promote these to colleagues
- B. The ways in which you can develop an 'environment' in which learning is valued and willingness and efforts to learn are recognised
- C. Why it is important to encourage colleagues to take responsibility for their own learning
- D. How to provide fair, regular and useful feedback to colleagues on their work performance
- E. How to identify learning needs based on identified gaps between the requirements of colleague's work roles and their current knowledge, understanding and skills
- F. How to prioritise learning needs of colleagues, including taking account of organisational needs and priorities and the personal and career development needs of colleagues
- G. The range of different learning styles and how to support colleagues in identifying the particular learning style(s) or combination of learning styles which work best for them
- H. The different types of learning activities, their advantages and disadvantages and the required resources (for example time, fees, substitute staff.
- I. How/where to identify and obtain information on different learning activities
- J. Why it is important for colleagues to have a written development plan and what it should contain (for example identified learning needs, learning activities to be undertaken and learning objectives to be achieved, timescales and required resources)



X4



- K. How to set learning objectives which are SMART (Specific Measurable Achievable Relevant and Timescaled)
- L. The sources of specialist expertise in relation to identifying and providing learning for colleagues
- M. What type of support colleagues might need to undertake learning activities, the resources needed and the types of obstacles they may face and how they may be resolved
- N. How to evaluate whether a learning activity has achieved the desired learning objectives
- O. The importance of regularly reviewing and updating written development plans in the lines of performance, any learning activities undertaken and any wider changes
- P. How to take account of equality legislation, any relevant codes of practice and general diversity issues in providing learning opportunities for colleagues

**Industry/sector-specific knowledge and understanding:**

- Q. Industry/sector requirements for the development or maintenance of knowledge, skills and understanding and professional development
- R. The learning issues and specific initiatives and arrangements that apply within the industry
- S. The working culture and practices of the industry/sector

**Context specific knowledge and understanding**

- T. The relevant information on the purpose, objectives and plans of your team or area of responsibility or the wider organisation
- U. The work roles of colleagues, including the limits of their responsibilities and their personal work objectives
- V. The current knowledge, understanding and skills of colleagues
- W. Any identified gaps in the knowledge, understanding and skills of colleagues
- X. Any identified learning needs of colleagues
- Y. The learning style(s) or combinations of styles preferred by colleagues
- Z. The written development plans of colleagues
- AA. The sources of specialist expertise available in/to your organisation in relation to identifying and providing learning for colleagues
- BB. The learning activities and resources available in/to your organisation
- CC. Your organisation's policies in relation to equality and diversity
- DD. Your organisation's policies and procedures in relation to learning your organisation's performance appraisal system



## Behaviour that Underpins Knowledge

### Behaviour that Underpins Knowledge

1. You recognise the opportunities presented by the diversity of people
2. You find practical ways to overcome barriers
3. You make time available to support others
4. You seek to understand individual's needs, feelings and motivations and take an active interest in their concerns
5. You encourage and support others to make the best use of their abilities
6. You recognise the achievements and success of others
7. You inspire others with the excitement of learning
8. You confront performance issues and sort them out directly with the people involved
9. You say no to unreasonable requests
10. You show integrity, fairness and consistency in decision-making.



## Recruit, select and keep colleagues

### Overview

This unit is about recruiting and selecting people to undertake identified activities or work roles within your area of responsibility. It involves taking a fair and objective approach to recruitment and selection to ensure that individuals with the required skills, knowledge and understanding and who are likely to perform effectively are appointed.

As recruitment and selection can be expensive and time consuming activities, the unit also involves taking action to understand why colleagues are leaving and taking action to retain colleagues. Whilst you would be expected to draw on the expertise of personnel specialists, you are not expected to be a personnel specialist yourself.

For the purposes of this unit, 'colleagues' means those people for whom you have line management responsibility.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

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### Performance Criteria

1. You talk with colleagues who are leaving your area of responsibility to identify and discuss their reasons for leaving
2. You identify ways of addressing staff turnover problems, implementing those which clearly fall within your authority and communicating others to the relevant people for consideration
3. You review, on a regular basis, the work required in your area of responsibility, identifying any shortfall in the number of colleagues and/or the pool of skills, knowledge, understanding and experience
4. You identify and review the options for addressing any identified shortfalls and decide on the best option(s) to follow
5. You consult with others to produce or update job descriptions and person specifications where there is a clear need to recruit
6. You consult with others to discuss and agree stages in the recruitment and selection process for identified vacancies, the methods that will be used, the associated timings and who is going to be involved
7. You ensure that any information on vacancies is fair, clear and accurate before it goes to potential applicants
8. You seek and make use of specialist expertise in relation to recruiting, selecting and retaining colleagues
9. You participate in the recruitment and selection process, as agreed, making sure that the process is fair, consistent and effective
10. You make sure that applicants who are offered positions are likely to be able to perform effectively and work with their new colleagues
11. You judge whether the recruitment and selection process has been successful in relation to recent appointments in your area and identify any areas for improvements



## Knowledge and Understanding

### General knowledge and understanding:

- A. Why it is important to identify and understand why colleagues are leaving and how to do so constructively and sensitively
- B. The types of reasons colleagues might give for leaving
- C. How to measure staff turnover
- D. The causes and effects of high and low staff turnover
- E. Measure which can be undertaken to address staff turnover problems
- F. How to review the workload in your area in order to identify shortfalls in the number of colleagues and/or the pool of skills, knowledge, understanding and experience
- G. Different options for addressing identified shortfalls and their associated advantages and disadvantages
- H. What job descriptions and person specifications should cover and why it is important to consult with others in producing or updating them
- I. Different stages in the recruitment and selection process and why it is important to consult with others on the stages, recruitment and selection methods to be used, associated timings and who is going to be involved
- J. Different recruitment and selection methods and their associated advantages and disadvantages
- K. Why it is important to give fair, clear and accurate information on vacancies to potential applicants
- L. How to judge whether applicants meet the stated requirements of the vacancy
- M. Sources of specialist expertise in relation to recruitment, selection and retention

- N. How to take account of equality and diversity issues, including legislation and any relevant codes of practice, when recruiting and selecting people and retaining colleagues
- O. How to take account of equality and diversity issues, including legislation and any relevant codes of practice, when recruiting and selecting people and retaining colleagues
- P. How to review the effectiveness of recruitment and selection in your area

### Industry/sector specific knowledge and understanding:

- Q. Turnover rates within similar organisations in the industry/sector
- R. Recruitment, selection and retention issues and specific initiatives and arrangements within the industry/ sector
- S. Working culture and practices of the industry/sector

### Context specific knowledge and understanding

- T. Current people resources available to your area, including skills, knowledge, understanding and experience of colleagues
- U. Work requirements in your area
- V. Agreed operational plans and changes in your area
- W. The staff turnover rate in your area
- X. Job descriptions and person specifications for confirmed vacancies
- Y. Local employment market conditions
- Z. The organisation's structure, values and culture
- AA. Employment policies and practices within the organisation – including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions
- BB. Sources of specialist expertise in relation to recruitment, selection and retention used by your organisation



## Behaviour that Underpins Knowledge

### Behaviour that Underpins Knowledge

1. You recognise the opportunities presented by the diversity of people
2. You work to turn unexpected events into opportunities rather than threats
3. You try out new ways of working
4. You identify people's information needs
5. You seek to understand people's needs and motivations
6. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
7. You take and implement difficult and/or unpopular decisions, if necessary
8. You act within the limits of your authority
9. You show integrity, fairness and consistency in decision making
10. You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work
11. You comply with legal requirements, industry regulations and professional codes



## Brief and work with third party suppliers of marketing/marketing communications services

### Overview

This unit is about briefing a third party supplier of marketing services, reviewing and accepting proposals that fulfil the brief, and then working with the third party as it develops and implements a marketing communications campaign. It includes evaluating the third party's performance and providing feedback.

For the purposes of this unit, 'organisation' can mean a self contained entity such as a private sector company, a charity or a local authority, or a significant operating unit, with a relative degree of autonomy, within a larger organisation.

It is recommended when using these individual units that you also refer to the introduction. It sits alongside the complete suite of NOS and has useful information and signposting to other areas you need to be aware of. To read the introduction please visit [www.skills-thirdsector.org.uk/national\\_occupational\\_standards/fnos/](http://www.skills-thirdsector.org.uk/national_occupational_standards/fnos/)

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## Knowledge and Understanding

### Performance Criteria

#### You must be able to do the following:

1. Brief relevant staff of third party suppliers fully and accurately, providing all necessary information
2. Review draft proposals from the supplier(s), assessing them against the agreed aims and objectives for the marketing communications programme
3. Confirm that the proposals will address the market segments being targeted, and are in line with the marketing proposition for the relevant products/services
4. Accept only those proposals which fulfil the agreed aims and objectives, are justified as offering value for money, and which are in line with the overall marketing aims and strategy
5. Identify, where proposals do not fulfil the brief, and provide feedback accordingly
6. Agree performance criteria and a scheduled action plan for the delivery of those marketing services which the agency is contracted to supply
7. Agree evaluation criteria against which the effectiveness of the selected third party supplier's proposed programme is to be assessed
8. Monitor the supplier's deliverables and the performance of the programme against the agreed criteria, identifying any deviations promptly
9. Address any deviations, making agreed tactical changes to the programme promptly
10. Evaluate objectively the supplier's performance, and the effectiveness of its programme, and use this to inform future activities



## Behaviour that Underpins Knowledge

### You need to know and understand the following:

#### General knowledge and understanding

- A. The importance of briefing potential third party suppliers fully, and the implications of not doing this
- B. The importance of clarifying the work required
- C. The topics to be covered within proposals towards marketing communications activities
- D. How to assess objectively the merits of proposals, including the factors to be considered
- E. The importance of establishing and maintaining agreed lines of communication with the third-party supplier
- F. Why it is important to monitor the business relationship with third-party suppliers for conflict, and how to identify the cause(s) of conflict if it occurs, and how to deal with it promptly and effectively

#### Industry/sector specific knowledge and understanding

- G. Industry/sector specific legislation, regulation, guidelines and codes of practice relating to the marketing services being provided
- H. Market developments and trends affecting the products/services being addressed

#### Context specific knowledge and understanding

- I. The levels of skills and competence, and the relative areas of strength and weakness of the third-party supplier
- J. Agreements/contracts relating to the third-party supplier, and associated service levels agreed
- K. The market aims and objectives sought from the third-party supplier

### Behaviour that Underpins Knowledge

1. You present information clearly, concisely and accurately and in ways which promote understanding
2. You work to develop an atmosphere of professionalism and mutual support
3. You show respect for the views and actions of others
4. You show a clear understanding of different customer segments and their needs
5. You agree what is expected of others and hold them to account
6. You confront performance issues and sort them out directly with the people involved
7. You recognise imaginative and innovative solutions

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If you would like to be kept up to date or are interested in finding out more about standards and how they can be used please email your contact details to [info@skills-thirdsector.org.uk](mailto:info@skills-thirdsector.org.uk) and we can add you to the mailing list.

The other standards Skills - Third Sector has developed are for Fundraising, Volunteer Managers, Campaigners, Development Workers and Trustees and Management Committee Members.