

The Complete **Fundraising** Handbook

6th edition

Nina Botting Herbst and
Michael Norton



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Michael Norton OBE

Contributors: Anna Adams, Angela Bowen, Rob Jackson,
Gill Jolly, Howard Lake, Paul Ticher, Tom Traynor,
Tony Venables, Glen Whitehead



DIRECTORY OF SOCIAL CHANGE

Dedication

This book is dedicated to Luke Fitzherbert (1937–2007), who played a leading role in creating the Directory of Social Change. Luke's energy and tenacity opened up grantmaking to far greater public scrutiny and accountability.

Luke's talents as a teacher inspired a generation of fundraisers, particularly from smaller organisations, to rise to the challenge of raising money for their cause.

'To keep up to date with our fast-paced world, fundraisers must have the fundraising techniques, trends and ideas of the moment in the palm of their hand. This latest revision brings all these up to date in an engaging and inspiring way. A must-have in every fundraiser's library.'

Di Flatt, Chair, Institute of Fundraising in Yorkshire and Fundraising Director, Epilepsy Action

'As someone who is about to move from being the Director of Fundraising from a large charity, to a Chief Executive in a smaller one, I can see this will be my bible wherever I go. Fundraisers are amongst the best in the world for sharing experience, since we are all in the job of making the world a better place. This book is an excellent example of how we are united in this goal.'

Gill Raikes MBE, former Director of Fundraising, National Trust, now Chief Executive of the Royal Brompton and Harefield Hospitals Charity

'I have been in professional fundraising for 29 years and worked across the globe. For 20 of those years The Complete Fundraising Handbook has been at my side, acting as a point of reference and a training tool. It is indeed the publication I would request if asked to fundraise my way off the proverbial desert island! I commend the team at the DSC for bringing the Handbook bang up to date. I will be putting an order in for early Christmas presents for clients and colleagues.'

Daryl Upsall FInstF, Chief Executive, Daryl Upsall Consulting International

'There has never been a more volatile operating environment for fundraisers. If there ever was such a thing as a social compact, it's being torn up as governments around the world address our economic woes. The need for investment in our communities becomes more critical every day; fundraisers are the agents securing that investment.'

'The Complete Fundraising Handbook is a critical tool for fundraisers – more so now than ever before. Fundraising, grant writing, and winning corporate support and major gifts – all become achievable with the Handbook's help. Nina Botting Herbst's and Michael Norton's expertise on a global platform ensures that this is one of the best resources available to the fundraising market today.'

Andrew Watt, FInstF, President & CEO, Association of Fundraising Professionals

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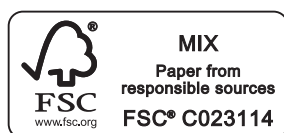
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Foreword

Recommending other people's books, fundraising or otherwise, is rarely a popular pastime with authors. If there's one possible exception, for me it'd be *The Complete Fundraiser's Handbook*.

I remember when the first edition appeared, decades ago, authored by Oxfam's brilliantly talented and experienced Sam Clarke but with Michael Norton's influence looming large in the background, making it happen, making sure it would be good. My first book, back in 1984, enjoyed the same genesis and support. It was called *Advertising by Charities* and Michael was the publisher/impresario behind that too, as he was for my second book, *Charity Annual Reports*. In this way, Michael has brought numerous innovations and inspirations to the body of literature that supports fundraising and a very fine thing I believe that is, though you're free to decide for yourself whether that includes my books or not. But I probably wouldn't have written at all, if not for him.

In one of the earlier of the Handbook's many reprints and reissues, Michael Norton's name appeared on the cover as its author, alongside US-based fundraiser Nina Botting Herbst. Perhaps a sign of its importance, to the publisher, DSC. From there the Handbook prospered, quickly achieving indispensable status – a 'must have' book not for the bookshelf but for the briefcase or atop the fundraiser's desk, where it might expect to be in constant action.

This updated edition of the Handbook, though, is clearly the best ever. It has stood the test of quite some time, not expanding much but steadily updating and improving all the way. A generation of fundraisers has been raised within easy reach of its packed and usually well-thumbed pages. What I like about it is its practicality. There's little theory and no waffle in it. It just overflows with 'how to...'

There is much in the Handbook for the seasoned practitioner as well as for the keen beginner. Think of any aspect of fundraising and this tome will have something useful and actionable to say and explain about it – probably all you need to know on the subject. For this is not just a fundraising handbook, not even *the* fundraising handbook. It is *The Complete Fundraising Handbook* and, as much as anything ever could, it deserves that title.

Enjoy it, and profit.

Ken Burnett
London, May 2012

About the authors

Nina Botting Herbst is a Senior Associate Director for Alumni Relations and Development at the University of Chicago, where she has worked since 2003. Nina is a native of London and began her fundraising career there in 1993 as an account manager at Pell and Bales, going on to work for Shelter, Amnesty International UK and Tate. Nina served on the Institute of Fundraising (IoF) Standards Committee from June 1999 to December 2001, was chair of the IoF committees that drafted the first code of practice for legacy fundraising and for the personal solicitation of committed gifts. Before moving to the US in 2002, Nina was a frequent speaker at fundraising conferences in the UK, and now fills her spare time as a volunteer docent/tour guide and fundraising consultant for three house museums in Chicago.

Michael Norton OBE is the founder of the Directory of Social Change and was its director until 1995. Since then he has created several other highly successful enterprises. In 1995, he founded the Centre for Innovation in Voluntary Action (CIVA), which encourages innovation and new thinking on the role of charities. Michael also established Changemakers, which challenges young activists to design and manage their own community projects. He is a founder of the Youthbank UK and also a founder and trustee of UnLtd (The Foundation for Social Entrepreneurs), which makes awards to over 1,000 individuals in the UK each year who wish to create change in their communities. He helped to set up UnLtd India, and is currently working on parallel initiatives in South Africa and Hong Kong. Michael has established and supports a number of projects, including MyBank, to promote young people's banking; Otesha UK, where young people spread the message of sustainable living in a fairer world through bicycle tours and performances to create awareness and encourage action; and FoodCycle, where volunteers cook meals for those in need using donated food in donated kitchen space. His latest projects include the creation of the International Centre for Social Franchising and establishing local Innovation Labs, which seek to harness the creativity and energy within local communities to address the problems and needs around them. He also runs literacy programmes in India. He is Professor of Social Entrepreneurship at the Graduate Business School, University of Cape Town, and Philanthropy Instructor at Beijing Normal University.

About the contributors

The following people have written or peer reviewed chapters in the book:

Anna Adams (Chapter 9: Government funding) is a Senior Researcher at the Directory of Social Change (DSC) and specialises in government funding. Since joining DSC in 2007, she has been responsible for maintaining the government funding database, providing comprehensive funding information from local, central, regional and European governments. She has contributed funding chapters and reports for a range of DSC publications. She is currently a volunteer fundraiser at a local charity, the Recycling Organisation for Research Opportunities.

Angela Bowen (MInstF) (Chapter 8: Companies) has been Head of Major Gifts at Cass Business School in London since 2009. She started in fundraising in 1995 in the Corporate Fundraising team at the Children's Society and has since held various Director of Development and Major Gift roles at organisations both in the UK and the US, including the University of Chicago, Inspiration Cafe and The Royal Society. She previously served as a trustee for Angelic Organics Learning Center and currently serves on the advisory board for Inspiration Corporation and the steering group for Transitions in Ealing.

Rob Jackson (Chapter 16: Working with volunteers) is Director of Rob Jackson Consulting and former Director of Development and Innovation at Volunteering England. He is a leading expert on volunteering and was chair of the Institute of Fundraising working party that developed the UK's first code of practice on volunteer fundraising. He worked in volunteering and fundraising strategy at RNIB from 1999 to 2005. Rob writes, speaks and trains management internationally and is an active volunteer himself.

Gill Jolly (Chapters 5 and 12: Community fundraising and Events and fundraising from the general public) is Director of Achieve Consultants Ltd, a fundraising and management consultancy, working with charities across the UK and beyond. She has been involved in professional fundraising since 1984 as a fundraiser, manager, director and trainer of fundraisers and support teams. She left a senior role with one of the top 10 income-generation charities early in 2000 to move into consultancy. Gill was a licensed Assessor for the Certificate in Fundraising Management (CiFM) throughout its period of existence and is now an approved trainer and assessor for the new Certificate and Diploma in Fundraising. She is a regular speaker at national and regional conferences on a range of fundraising and related topics.

Howard Lake (Chapter 14: Direct marketing, Digital fundraising section) is a digital fundraising entrepreneur. After fundraising at Oxfam, Afghanaid and Amnesty International UK, in 1994 he set up fundraising.co.uk, the world's first web resource for professional fundraisers. He wrote the world's first book on Internet fundraising in 1996, and has trained thousands of fundraisers in many aspects of digital fundraising since then in the UK and overseas.

Paul Ticher (Appendix 2: Fundraising and the 1998 Data Protection Act) has been an independent trainer and consultant for over 20 years. He is the author of *Data Protection for Voluntary Organisations* and joint author of *Minute Taking* (Key Guides series).

Tom Traynor (Chapter 6: Trusts and foundations) is Research Project Manager at DSC and author of many of its bestselling trust fundraising directories, including *The Guide to Major Trusts Volume 1* and *Directory of Grant Making Trusts*. He has worked for DSC for 11 years and manages the team which researches DSC's www.trustfunding.org.uk, www.governmentfunding.org.uk, www.grantsforindividuals.org.uk and www.companygiving.org.uk fundraising websites. He is also a trustee of local arts group Urban Strawberry Lunch and has previously been an external grants assessor for the Community Foundation for Merseyside.

Tony Venables (Chapter 10: The European Union) is the Director and founder of ECAS (European Citizen Action Service), which is a non-profit-making association, independent of political parties, commercial interests and the EU Institutions. Tony has a long working experience in European issues, in particular in the area of free movement, citizenship rights and the protection of consumers in Europe. His work now extends to access to documents, transparency and the Charter of Fundamental Rights. ECAS also advises on fundraising opportunities and lobbying.

Glen Whitehead (Chapter 7: The National Lottery) is Head of Major Gifts at Shelter, and has worked at the organisation since 2003. His team raises funds from major donors, trusts and the Lottery, and also leads on special events. He joined the organisation after some years working in private banking in Switzerland and London; realising that wasn't quite his cup of tea, he nevertheless describes the skill sets needed in that environment as not dissimilar to those needed for major gifts fundraising (but has not looked back). His team has particular experience in securing high-impact Lottery grants which tangibly move organisational strategy forward.

About the Directory of Social Change

DSC has a vision of an independent voluntary sector at the heart of social change. The activities of independent charities, voluntary organisations and community groups are fundamental to achieve social change. We exist to help these organisations and the people who support them to achieve their goals.

We do this by:

- providing practical tools that organisations and activists need, including online and printed publications, training courses, and conferences on a huge range of topics;
- acting as a ‘concerned citizen’ in public policy debates, often on behalf of smaller charities, voluntary organisations and community groups
- leading campaigns and stimulating debate on key policy issues that affect those groups;
- carrying out research and providing information to influence policymakers.

DSC is the leading provider of information and training for the voluntary sector and publishes an extensive range of guides and handbooks covering subjects such as fundraising, management, communication, finance and law. We have a range of subscription-based websites containing a wealth of information on funding from trusts, companies and government sources. We run more than 300 training courses each year, including bespoke in-house training provided at the client’s location. DSC conferences, many of which run on an annual basis, include the Charity Management Conference, the Charity Accountants’ Conference and the Charity Law Conference. DSC’s major annual event is Charityfair, which provides low-cost training on a wide variety of subjects.

For details of all our activities, and to order publications and book courses, go to www.dsc.org.uk, call 08450 777707 or email publications@dsc.org.uk

Introduction

We are fundraising in an ever-changing sector. At the time of writing there is an economic slowdown, meaning that there is less money available from the state than we have been used to. The concept of the 'Big Society' envisages that there will be less provision by the state, with communities developing their own solutions to the problems and needs around them. We are entering an age of social enterprise and social investment, where the delivery of social change is undertaken through enterprising business solutions, and resources are mobilised through investment rather than through donations. And new technologies are being developed which can be used creatively for bringing about wider public awareness as well as for raising funds, including such things as social networking and mobile-phone giving.

Change also seems to be accelerating, which makes the job of a fundraiser even more challenging than it has been in the past. And this is why we continue to update *The Complete Fundraising Handbook*, which we hope will keep you up to speed with all these changes. It is divided into three parts covering:

- fundraising principles and strategies;
- sources of funding – including individual donors, grantmaking trusts, central and local government, the National Lottery and the European Union;
- fundraising techniques – from house-to-house collections and challenge events to direct mail, capital appeals and crowdfunding.

There are so many ways to raise money and so many different sources out there which might provide you with the support you need, that fundraising can seem completely overwhelming – even for many experienced fundraisers. This book will help you to navigate the increasingly complex and ever-changing fundraising landscape. We hope that it will provide you with information and advice that is simple, easy-to-understand, sensible, practical and, above all, doable.

The challenges for those running charitable organisations and for the fundraisers trying to resource these are great, but opportunities to mobilise more and new sources of support continue to exist, even in this, the harshest of economic climates that we have experienced for many years.

To paraphrase the well-known saying, 'Go Forth and Multiply': Multiply your fundraising efforts; multiply the funds that you can mobilise for your work; and, even more importantly, multiply the impact of your work and the number of lives that you are able to change!

Nina Botting Herbst and Michael Norton
Co-authors

A NOTE ON TERMINOLOGY

There are many ways to describe our sector and the organisations within it – voluntary, not-for-profit, charitable, the third sector, civil society, etc. – and there are subtle differences from one term to the next. This book, for the most part, refers to charities and the charity sector as a short-hand term for the sector, but does not intend to exclude other not-for-profit organisations by its use.

Acknowledgements

The publisher and authors are grateful to all of the contributors listed in ‘About the contributors’ for their work on specific chapters. We would also like to thank the following individuals and organisations who have given so freely of their time and experience in order to provide text, examples, case studies and advice. This edition would not be possible without material in previous editions and we gratefully acknowledge the contribution of Sam Clarke, the original author.

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Part one:

Getting started

1 Background

In this chapter we look at why fundraising is important to your organisation, the main challenges facing fundraisers, the intended readership and the structure of this book.

1.1 WHY FUNDRAISE?

Few charities can finance themselves exclusively from the interest on an endowment or investment portfolio, and not many charitable organisations have the kind of routine annual surplus to enable them to take on new work without the need for additional external finance. Given the short-term nature of most grant allocations, many organisations find themselves on a kind of financial treadmill – how will this activity or that piece of work be funded once the current three-year grant finishes?

Fundraising is a fact of modern charity sector life. For some it is a necessary chore, for others a marvellous and stimulating opportunity; for most it is something in between. However fundraising is viewed, it is often critical to a charity or other non-profit being successful.

Survival

Every organisation needs money to keep going from one year to the next – to meet project costs and develop new programmes for the future; to pay wages and office overheads; to keep up buildings and vehicles; and to purchase new equipment. Often the stark truth is that if the money is not raised, the organisation will not be able to do its work, work that might address pressing needs in society.

Every year organisations prepare their annual budgets. This budget shows how much money is needed to keep that organisation running. It will also indicate the amount of money that has already been raised or promised, and what extra support still needs to be found during the year so that outgoings can be met.

Fundraising progress will be monitored by keeping records of all money received or promised, and by preparing and discussing management accounts at regular meetings. If the money coming in is not meeting the expected targets then action will need to be taken – fundraising programmes stepped up, new sources of

funds found, costs cut, planned projects deferred, or deficits subsidised from the organisation's reserves.

Expansion and development

Few charities stand still; more often they evolve to meet new needs that come to light as times change. In order to address the challenges of the future, work may need to expand and develop: services may need to be improved; new markets or neighbourhoods served; and research and campaigning undertaken. Changes may well require more funding and therefore more fundraising.

In order to ensure that an organisation's finances are on target it is useful to have a business plan which will project what will be needed over the next three to five years. This plan should take account of the ongoing programme of work and any proposed major developments. Being aware and planning ahead for how the charity wants to grow and develop will help to ensure that the resources will be there when they are needed.

Reducing dependency

Sometimes an organisation may be funded by only one major donor or funder, or a handful of them. This can put them into a state of dependency and, if one of the grants is withdrawn, this can create financial difficulties. It may also be difficult to determine the organisation's agenda rather than that of the key donor or funder.

Broadening the fundraising base can reduce this dependency. For example, can more stability be built by negotiating some form of long-term commitment from your existing funders, or by developing alternative sources of income?

Building a constituency

Developing a strong base of supporters is also important to an organisation both in terms of the income these people can generate and their role as advocates. Your supporter base could be integral to recruiting new people to your cause. They may volunteer or find friends who are willing to become supporters. They can provide an indication of the level of support that your organisation is attracting, and therefore can add strength to any lobbying and campaigning work.

What sorts of constituencies are relevant to the organisation? Is it a particular type of business or profession? Are they students, activists, women or parents...? How can they be identified, what messages and medium will get a response from them?