



EFA Certification

Standard Competence Framework

Third edition

November 2022

FOREWORD

Fundraising is a profession that is increasingly bringing in people from all walks of life, keen to make a difference and to develop their careers within the sector. Part of being able to make a difference of course is having the right skills and competencies, but in our fast-changing world, nothing stays still for long.

Digitisation continues to advance at speed, communication platforms evolve, and societal trends and needs shift and change. In such a dynamic environment, ongoing professional training is essential to ensure that fundraising practices not only keep up but continue to build public trust and encourage giving.

Every country across Europe has its differences where fundraising is concerned, so a clear pathway is needed that enables professional qualifications to be developed that uphold the highest standards whilst also taking these into account.

This is where the EFA Standard Certification Framework has been performing an invaluable role since 2007. Providing fundraisers with a professional qualification that is recognised not only across Europe but internationally, with over 6,250 fundraisers having now completed an EFA Certified qualifications in 14 countries.

Many of these – and other fundraising professionals – are now ready to take the next step in their careers, into leadership. In recognition of this, EFA is since 2022 also offering the EFA Certification Advanced Competence Framework with a focus on the competencies and skills required to lead and manage a successful and contemporary fundraising operation.

For those who are nearer the beginning of their fundraising journey, it gives us great pleasure to launch this, the third edition of the EFA Certification Standard Competence Framework handbook. It focuses on the fundraising competencies required in the standard EFA Certified fundraising qualification, together with guidelines for delivery and assessment.

We would like to thank everyone who has contributed their valuable time and expertise to the development of our two Frameworks. And, for associations and organisations that are considering developing fundraising qualifications, we hope that this handbook will help you to advance fundraising training in your country and inspire more fundraising practitioners to further their knowledge and skills.



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EFA President



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INTRODUCTION

At EFA, our mission is to strengthen and develop fundraising across Europe and our Certification scheme – the first European qualification framework for fundraising – is a core part of that work programme. This handbook has been produced to support national fundraising associations/organisations and training providers across Europe in developing fundraising qualifications that will meet EFA’s Certification criteria, explaining the assessment process and guidelines for delivery.

Although this guide is designed to support those who are developing fundraising training and qualifications, our framework, which identifies the relevant skill sets for today’s professional fundraisers, may well be of interest to a far broader audience.

Background to EFA Certification

EFA Certification was first launched in 2007, developed with EU funding and modelled on the Institute of Fundraising’s Certificate in Fundraising Management. Fundraising and academic experts from 15 nations fed into its creation, with the goal of establishing a European standard for fundraising qualifications, raising the bar and helping practitioners to become successful and resourceful fundraisers. The Certification scheme enables fundraising associations and organisations to develop qualifications that share one core syllabus and a set of fundraising competencies, while reflecting the cultural, economic and geographic backdrop of the national fundraising environment.

The Standard Certification Framework

In 2020, after more than a decade of change and with increasing appetite for professional fundraising development, EFA’s Certification scheme was revised and updated to ensure it reflects the growing social impact of philanthropy, advances in technology, new fundraising channels and trends, as well as changes to regulation and best practice. The review, led by Professor Adrian Sargeant, included in-depth interviews with European fundraisers and academics, a survey of the alumni who had completed EFA Certified training courses and dedicated symposiums to agree key areas of change, with EFA’s Certification Committee working to finalise the details of the new programme.

We are proud to present the criteria required for EFA Certified qualifications in this handbook, which apply to both new applications and certification renewal. Developing a fundraising qualification is a significant step forward in supporting the profession and promoting best practice in your nation. For assistance, support or to raise any questions with us, please don’t hesitate to get in touch.

STANDARD COMPETENCE FRAMEWORK

Welcome to the third edition of the European Fundraising Association's Standard Competence Framework. Our intention with this document is to provide national associations and organisations, and educational providers with a framework to guide the structure and content of fundraising qualifications.

The fundraising competencies are aligned to levels 3 and 4 of the European Qualification Framework (EQF)¹. We recognise that some providers may be delivering content at a higher level in the educational framework, but our goal is to map out the minimum standards that should be met. The clusters of standards and EFA's Competence Framework are depicted in Figure 1.

Within this handbook, the focus is on the competencies directly linked with fundraising, rather than those that are typically regarded as core skills (such as communication, numeracy, information and communication technology, working with others and problem solving). These core skills are certainly implicit in our fundraising standards (e.g. the requirement for numeracy in developing a fundraising budget) but are not addressed explicitly within this competency framework. Providers are encouraged to reflect on the extent to which their programmes will allow participants to develop their core skills at appropriate levels.

It is important to note that the competencies we outline are not offered as an exhaustive list of what should be delivered to students, but to provide a base from which providers can build, reflecting their own unique expertise and the needs of the distinct national context in which they are operating.

Fundraising Competencies

The fundraising competencies are organised into five clusters within the Standard Framework:

- CF1: Fundraising in Context
- CF2: Fundraising Planning
- CF3: Fundraising from Individuals
- CF4: Institutional Fundraising
- CF5: Building Supporter Relationships

To achieve EFA Certification, it will be necessary for applicants to evidence that in aggregate, their qualification frameworks deliver at least 70% of the knowledge and skills we outline. Each accredited course should entail a minimum of 300 hours of study.

CF1 and CF2 are compulsory. All EFA accredited programmes must include coverage of these units.

¹ The European Qualifications Framework (EQF) is an 8-level learning outcomes-based framework, mapping qualifications across Europe, with the purpose of making them more readable and understandable across different countries and systems.

Figure 1: Fundraising Competencies

Fundraising Competencies

CF1: Fundraising in Context

- CF1.1: Philanthropy and Fundraising
- CF1.2: Fundraising Ethics
- CF1.3: Fundraising Regulation / Self-Regulation
- CF1.4: Cultural and Social Context

CF2: Fundraising Planning

- CF2.1: Conducting a Fundraising Audit
- CF2.2: Developing a Fundraising Plan
- CF2.3: Establishing a Case for Support
- CF2.4: Fundraising Evaluation and Control

CF3: Fundraising from Individuals

- CF3.1: Community Fundraising and Events
- CF3.2: Legacy Fundraising
- CF3.3: Major Gift Fundraising
- CF3.4: Direct Marketing for New Donor Acquisition
- CF3.5 Digital Fundraising for New Donor Acquisition

CF4: Institutional Fundraising

- CF4.1: Corporate Fundraising
- CF4.2: Fundraising from Trusts / Foundations and Government

CF5: Building Supporter Relationships

- CF5.1: Understanding Donor Behaviour
- CF5.2: Supporter Retention and Loyalty
- CF5.3: Conducting Donor Research

CF1: Fundraising in Context

This cluster of units provides an understanding of the environment in which the focal fundraising will be taking place. Students new to the nonprofit sector will require an understanding of its history, identity and the key challenges it faces. They will also require an understanding of the organisations that make up the sector and the sources of income that are available to fund their work. It is similarly essential that students receive a thorough grounding in the political, fiscal, social, cultural and legal environments in which their organisation will be operating.

CF1.1: Philanthropy and Fundraising

Requirement

In order to practice effectively as a fundraiser, it is important students understand the history and development of the profession and how its activities are structured. They should also understand the relationship between those activities and the experience and practice of philanthropy.

Performance Criteria

Fundraisers should be able to:

1. Describe the scale, scope and role of the nonprofit sector in the focal society/Europe.
2. Understand the development and role of philanthropy in the focal society/Europe.
3. Reflect on the relationship between fundraising and philanthropy and develop a personal perspective.
4. Describe the role and impact of a professional fundraiser.
5. Utilise the vocabulary of the fundraising industry in Europe and apply it to be able to communicate effectively with other fundraising practitioners.

Underpinning Knowledge

Fundraisers should demonstrate an understanding of:

1. The nonprofit sector:
 - scale, scope and role of the sector;
 - tax and structural/operational definitions;
 - organisational forms;
 - categories of nonprofit;
 - role of boards/governing bodies;
 - role of volunteering/volunteers;
 - sources of nonprofit income; and
 - trends in nonprofit income.
2. Philanthropy:
 - the definition, role and historic development of philanthropy supporting the nonprofit sector; and
 - philanthropy in different cultures and traditions;
 - significance and role of trust in the philanthropic sector.
3. History and development of the fundraising profession:
 - role of the fundraiser;
 - different fundraising roles;
 - structure of fundraising activity; and
 - the relationship between fundraising and philanthropy.
4. Fundraising:
 - the fundraising cycle;
 - concept and role of donor centricity
 - the development process;
 - categories of campaign;

- categories of funder/donor;
- types of gifts; and
- the role of tax-effective giving.

CF1.2: Fundraising Ethics

Requirement

An understanding of fundraising ethics is vital for every fundraising practitioner. The actions they take in their role will shape their own reputation as a fundraiser but can also have a wider impact on public perceptions of their organisation and of the fundraising sector as a whole. Fundraisers must therefore be equipped with the knowledge they need to inform ethical decision making. This unit provides a window on the advice available and theoretical frameworks that may be used where extant advice is found to be lacking.

Performance Criteria

Fundraisers should be able to:

1. Understand the importance and role of professional ethics.
2. Access appropriate sources of ethical advice and guidance.
3. Analyse given scenarios and identify the core ethical issue(s).
4. Assess whether appropriate ethical advice exists (or may be extrapolated).
5. Apply utilitarian and deontological principles to develop a framework for ethical decision making.
6. Resolve common ethical dilemmas in fundraising.

Underpinning Knowledge

Fundraisers should demonstrate an understanding of:

1. Ethics and best practice:
 - definition and scope of fundraising ethics;
 - difference between ethical and legal issues;
 - normative fundraising ethics; and
 - rights of the donor versus rights of the beneficiary.
2. Ethical frameworks:
 - codes of conduct;
 - ethical and values-based decision making; and
 - ethical policies and processes for their development.
3. Examples of ethical codes:
 - Code of Ethical Standards;
 - Donor Bill of Rights;
 - Independent Sector Code of Ethics;
 - International Statement of Ethical Principles in Fundraising
 - Institute of Fundraising Code of Conduct; and
 - consequences of a breach.

4. Common ethical dilemmas in fundraising and their resolution:
 - gift acceptance policies;
 - who owns the donor relationship; and
 - whose interests should the fundraiser primarily uphold.

CF1.3: Fundraising Regulation / Self-Regulation

Requirement

Across Europe there is increasing interest in the regulation and self-regulation of fundraising. This unit ensures that students are familiar with the regime(s) in place in their focal country, but it should also give them an overview of the approaches to regulation adopted in other European countries. Fundraisers should understand the different forms that this regulation might take and the strengths and weaknesses of each approach.

They must understand where to access information on regulatory requirements and the steps that they need to take to be compliant.

Performance Criteria

Fundraisers should be able to:

1. Understand the nature and role of fundraising regulation/legislation in the focal jurisdiction.
2. Understand the nature and role of fundraising self-regulation in the focal jurisdiction.
3. Develop fundraising that is consistent with local regulatory and self-regulatory requirements.
4. Describe models of regulation/self-regulation in different jurisdictions and appraise the advantages/disadvantages of each.

Underpinning Knowledge

Fundraisers should demonstrate an understanding of:

1. Laws, regulation and self-regulation within the fundraising sector.
2. Advantages/disadvantages of fundraising self-regulation.
3. Methods of self-regulation:
 - codes of practice/conduct;
 - certification/accreditation schemes; and
 - the advantages/disadvantages of each approach.
4. Management of self-regulatory standards:
 - derivation of standards;
 - compliance and enforcement; and
 - consequences of a breach.
5. Regulation/self-regulation that applies to focal forms of fundraising.

CF1.4 Cultural and Social Context

Requirement

It is essential that fundraisers conduct fundraising in a manner that is consistent with (and appropriate for) the focal cultural and social context(s). They should have an understanding of how these factors shape the market for fundraising both nationally and in Europe more generally. Students should also be familiar with sources of information on each market and how to use this information.

Performance Criteria

Fundraisers should be able to:

1. Describe trends in the social and political environment for fundraising (both national and European).
2. Describe trends in the cultural environment for fundraising (both national and European).
3. Critically evaluate the opportunities and threats presented by the macro environment to identify appropriate market opportunities.
4. Define, research and evaluate relevant fundraising markets (both national and European).

Underpinning Knowledge

Fundraisers should demonstrate an understanding of:

1. Key social, cultural and political factors (both national and European);
2. A range of sources of secondary market research relevant to fundraising; and
3. Key results of market research and relevance for focal forms of fundraising.

CF2.0: Fundraising Planning

This cluster of units relate to the process of fundraising planning. All fundraisers should be able to develop a coherent and actionable plan for their area of fundraising activity. Broadly these units address the key components of a plan namely; *“Where are we now?”* *“Where do we want to be?”* and *“How will we get there?”*. These units address the process of conducting a fundraising audit, how to write appropriate fundraising objectives and how to develop fundraising strategies and tactics to meet those objectives. Fundraisers should also be able to monitor and control their plan as it is implemented.

CF2.1: Conducting a Fundraising Audit

Requirement

Students should be able to conduct a fundraising audit for their area of responsibility. This should include an 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 approach and tactics pursued and the impact on the supporter experience and response.

Performance Criteria

Fundraisers should be able to:

1. Utilise systems to gather and manage information effectively, efficiently and ethically.
2. Identify and evaluate relevant trends and developments, including those covering 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) to identify possible learning.
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 relevant past fundraising performance and assess the suitability of the organisation's present portfolio of activities and supporter care processes.
7. Conduct a SWOT analysis of audit data.
8. Write a clear and comprehensive fundraising audit report.

Underpinning Knowledge

Fundraisers should demonstrate an understanding of:

1. The purpose of a fundraising audit and its structure and content.
2. Key external sources of fundraising audit data and how to interpret them.
3. External fundraising audit:
 - STEEPLE Analysis;
 - competitor analysis;
 - collaborative analysis; and
 - market analysis.
4. Internal fundraising audit:
 - product/service lifecycle;
 - nonprofit portfolio analysis;
 - calculation and interpretation of simple fundraising metrics; and
 - supporter care processes – e.g. payment systems, acknowledgement and welcome.
5. SWOT analysis:
 - strengths, weaknesses, opportunities and threats analysis; and
 - interpretation of findings.

CF2.2: Developing a Fundraising Plan

Requirement

Every competent fundraiser should be able to develop a plan for their area of responsibility. Students must therefore be able to develop SMART fundraising objectives. They also need to be able to supply strategy and tactics capable of achieving those objectives.

Performance Criteria

Fundraisers should be able to:

1. Analyse and interpret fundraising audit data.
2. In light of this data, agree on SMART fundraising objectives consistent with the requirements of the organisation.
3. Develop and specify fundraising strategies (e.g. overall direction, segmentation, positioning, case for support) to achieve the objectives that are consistent with organisational requirements and reflect the opportunities and threats highlighted in the audit.
4. Develop simple tactics for the implementation of each selected form of fundraising.
5. Develop a simple fundraising budget and schedule.
6. Specify and implement appropriate metrics/controls to track implementation.
7. Coordinate 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 parts of the organisation.

Underpinning Knowledge

Fundraisers should demonstrate an understanding of:

1. Benefits and drawbacks of planning:
 - approaches to planning;
 - alternatives to planning; and
 - possible structure(s) for a fundraising plan.
2. Fundraising objectives:
 - importance of SMART objectives;
 - objective setting;
 - categories of fundraising objective e.g. unrestricted versus restricted gifts, pledge versus cash, cash versus monthly giving, acquisition versus retention; and
 - sector benchmarks for the performance of various forms of fundraising.
3. Fundraising strategy:
 - overall direction;
 - segmentation - a priori approaches (demographic, geodemographic and lifestyle segmentation) and post hoc approaches (behavioural segmentation, benefit segmentation, RFM, RFV and FRAC);
 - positioning - value proposition and sources of distinctiveness;
 - case for support; and
 - case expressions.

4. The fundraising mix:
 - overview of direct response fundraising (including digital);
 - major gift fundraising;
 - community fundraising;
 - legacy fundraising;
 - corporate fundraising and fundraising from trusts/foundations;
 - simple best practices in relation to each form of fundraising; and
 - typical returns and timescales associated with each.
5. Developing a fundraising budget:
 - methods of budget setting;
 - categories of costs; and
 - accounting for risk.
6. Scheduling:
 - use of Gantt charts.
7. Monitoring/Evaluation:
 - importance of fundraising metrics; and
 - calculation and interpretation of simple metrics (e.g. average gift level, return on investment, lifetime return on investment).

CF2.3: Establish a Case for Support

Requirement

The fundraising case for support is such an essential component of fundraising strategy that we focus on it specifically in this unit. To be effective, fundraisers should be able to develop a case that is valid and dynamic, creating enthusiasm and emphasising what the donor can accomplish through their giving. It should be stated in terms that reflect the interests and concerns of potential supporters, as well as those of the project itself.

Performance Criteria

Fundraisers should be able to:

1. Identify and utilise a wide range of internal information resources relevant to the case.
2. Work with others in their organisation to identify beneficiary need and acquire appropriate exemplars/case studies of that need.
3. Understand the genuine needs of donors and explore the match with project opportunities.
4. Write an appropriate case for support using an understanding of both organisational and donor needs/ requirements.
5. Ensure that the resulting case is compatible with the ethical policies of the organisation and the wider ethics of the profession of fundraising (e.g. concerning the depiction of beneficiaries).
6. Develop case expressions from the aggregate case for specific appeals, communications or donor conversations.
7. Utilise key emotions and feelings in the design of fundraising communications.

Underpinning Knowledge

Fundraisers should demonstrate an understanding of:

1. Simple communication theory:
 - linear model of communication;
 - network theory; and
 - influences on the communications process.
2. How donors process information:
 - perception;
 - perceptual selection;
 - perceptual interpretation;
 - learning;
 - behavioural learning;
 - cognitive learning;
 - interference theory; and
 - cognitive response.
3. Attitudes:
 - attitude components;
 - intentions;
 - compensatory models;
 - cognitive component;
 - affective component; and
 - conative component.
4. Environmental influences on donor information processing:
 - culture;
 - sub-culture;
 - purchase situation; and
 - communications situation.
5. Case for support:
 - case documents and case expressions; and
 - connections and inter-relationships between these.
6. Case preparation:
 - sources of data to inform the case; and
 - methods of deriving an appropriate compelling and donor centric case.
7. Case expressions:
 - use of Four Pillars exercise; and
 - the role of storytelling.
8. Creative approaches:
 - copywriting;
 - use of imagery;
 - the role of emotions and feelings-based appeals; and
 - the differences in high/low involvement contexts.

9. Communication ethics:
 - codes of conduct;
 - assessment of potential harms;
 - portrayal of beneficiaries; and
 - use of guilt/fear in appeals.

CF2.4: Fundraising Evaluation and Control

Requirement

It is important that fundraisers can show that fundraising activities are on target to meet the objectives identified in the fundraising plan and that the performance of all the selected channels/media/products or segments are within acceptable bounds. Fundraisers should therefore be able to construct appropriate control mechanisms and to calculate and interpret the relevant metrics.

Performance Criteria

Fundraisers should be able to:

1. Understand the range of possible metrics that could be used to assess the performance of focal forms of fundraising.
2. Work with others to select appropriate performance measures against which the fundraising strategy/tactics can be assessed.
3. Monitor and evaluate performance against the agreed indicators and measures.
4. Establish which aspects of fundraising are performing according to expectations and which aspects may benefit from review and possible amendment.
5. Monitor and evaluate the impact of internal and external environmental factors on the performance of the organisations' fundraising strategy.
6. Use indicators and measures to inform future fundraising activity.
7. Identify and utilise a range of sector benchmarks to critically evaluate fundraising performance.

Underpinning Knowledge

Fundraisers should demonstrate an understanding of:

1. Performance metrics:
 - metrics applicable to each focal form of fundraising; and
 - metrics associated with money, donors/participants, time and activity.
2. Simple financial analyses applicable to fundraising to calculate:
 - average gift size;
 - response rates;
 - net income;
 - average cost per gift/donor;
 - cost of fundraising;
 - return on investment;
 - payback period; and
 - lifetime return on investment.

3. Use and interpretation of published accounts and management accounting reports:
 - distinction between restricted, unrestricted and designated funds.
4. External benchmarking tools and initiatives:
 - fundraising effectiveness project;
 - fundraising fitness tool; and
 - sources of secondary benchmarking data.

CF3.0: Fundraising from Individuals

This cluster of units focuses on the key forms of fundraising from individuals and the associated fundraising channels. Students should know how to implement each form of fundraising and the best practices associated with each. They should also be capable of applying a range of theoretical tools and frameworks to inform their fundraising and of using the latest academic and professional research to enhance the quality of their professional practice. All the fundraising undertaken must be consistent with ethical and legal requirements in the focal jurisdiction.

We deal with direct response fundraising in two units. The first examines the use of more traditional channels, such as direct mail and print media, while the second focuses on digital. We split direct response in this way for convenience of explanation. We do not mean to imply that acquisition channels should be managed separately. Rather the converse, fundraisers should be able to develop *integrated* campaigns that exploit the synergies between channels and facilitate communication with donors in ways they will find appropriate and personally compelling.

CF3.1: Community Fundraising and Events

Requirement

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.

Fundraisers should be able to develop a clear and achievable plan to generate community support, involving volunteers as appropriate. It will identify how the organisation intends to secure funds and resources from the community, the methods that will be used, the associated resource requirements and what performance will be achieved as a consequence.

Performance Criteria

Fundraisers should be able to:

1. Describe a range of different forms of community fundraising and critically evaluate their suitability for a focal organisation.
2. Understand the role and motivation of volunteers in community fundraising.
3. Describe how to recruit and retain fundraising volunteers.

4. Plan, implement and evaluate community fundraising activities.
5. Establish and maintain appropriate systems and processes to deal with event enquiries, registrants and attendees.
6. Establish and maintain appropriate systems/processes to manage income, expenditure and return on investment.
7. Understand the importance of critical legislation impacting on fundraising events (e.g. health and safety, food safety, access for individuals with disabilities).
8. Ensure that any other relevant legal and ethical requirements have been met.
9. Monitor and evaluate the success of community fundraising activity.

Underpinning Knowledge

Fundraisers should demonstrate an understanding of:

1. Local/Community fundraising:
 - forms of community support and best practice in relation to each - cash donations, gifts in kind, sponsorship, volunteer fundraising, collections and events;
 - motives for giving within local communities;
 - forms of solicitation; and
 - the distinction between raising funds “on behalf of” and “in aid of”, and why this matters.
2. Motives for volunteering:
 - the role and value of volunteers in local/community fundraising;
 - volunteer recruitment best practice and procedures; and
 - volunteer retention and motivation.
3. Events fundraising:
 - categories of event;
 - characteristics of each;
 - aims/objectives of each;
 - forms of giving applicable to each;
 - administration of individual sponsorship; and
 - the role of online suppliers in support activities such as ticket sales, auction management and donation collection.
4. Event management:
 - event planning;
 - use of Gantt charts;
 - critical path analysis (or alternatives);
 - resource planning - effective budgeting, costing and pricing decisions, venue selection, logistics, planning for Health and Safety and other legal obligations;
 - briefing and working with third party suppliers; and
 - ethical obligations.

CF3.2: Legacy Fundraising

Requirement

This unit is about raising funds through the promotion and solicitation of legacies. In relevant jurisdictions, fundraisers should be able to develop a clear and achievable plan to generate legacy support. The plan will identify how the organisation intends to secure legacy income, the methods that will be used, the associated resource requirements and what performance will be achieved as a consequence.

The unit also addresses the essentials of in memoriam and tribute giving.

Performance Criteria

Fundraisers should be able to:

1. Understand motives for offering legacy and in memoriam/tribute gifts.
2. Develop and implement a plan for legacy/tribute/in-memoriam fundraising.
3. Manage board and/or senior management expectations in respect of the returns that will accrue from legacy giving.
4. Plan and implement appropriate pledger/donor recognition activity.
5. Plan and implement appropriate pledger stewardship activity.
6. Monitor and evaluate the success of legacy fundraising.

Underpinning Knowledge

Fundraisers should demonstrate an understanding of:

1. Legacy giving:
 - forms of legacy and/or planned giving;
 - current trends and issues in legacy giving; and
 - social norms and associated trends.
2. Legacy giving behaviour:
 - generic motives for giving;
 - specific motives for legacy giving;
 - the role of tax;
 - barriers to legacy giving and how to overcome them; and
 - demographic, attitudinal and behavioural characteristics of legators/ pledgers.
3. Legacy solicitation methods and best practices associated with each:
 - direct marketing;
 - digital marketing;
 - personal solicitation;
 - events/presentations; and
 - the integration of legacy fundraising in overall fundraising mix.
4. Joint promotions:
 - work of third-party promoters as applicable to the focal jurisdiction (e.g. Remember A Charity, Leave A Legacy).

5. Stewardship:
 - importance of pledger care; and
 - the design and implementation of pledger care programmes or 'Legacy Societies.'
6. Legal and ethical issues in the focal jurisdiction(s).

CF3.3: Major Gift Fundraising

Requirement

Fundraisers should be able to develop a clear and actionable plan to generate major gift support. The plan will identify how the organisation intends to secure major gift income, the methods that will be used, the associated resource requirements and what performance will be achieved as a consequence.

Performance Criteria

Fundraisers should be able to:

1. Define major gifts in the context of their own organisation.
2. Review the current major gift environment identifying trends, critical issues and giving patterns.
3. Describe common motives of major gift donors and evaluate the implications for their fundraising approach.
4. Conduct or commission prospect research, employing both print and digital resources appropriate to the jurisdiction.
5. Qualify and prioritise prospects.
6. Develop a gift range chart.
7. Plan and implement appropriate cultivation and solicitation activities.
8. Plan and implement appropriate donor recognition activity.
9. Plan and implement effective stewardship activity.
10. Monitor and evaluate the success of major gift fundraising activity.

Underpinning Knowledge

Fundraisers should demonstrate an understanding of:

1. Major gift fundraising:
 - forms of major gift - cash/asset donations, tax-efficient gifts; and
 - sources of information on issues and trends in major donor giving.
2. Motives for major giving and the role of tax.
3. Principles of prospect research:
 - wealth screening;
 - sources of secondary data (print and digital);
 - sources of potential major gift prospects;
 - procedures for prospect qualification and prioritisation;
 - gift range charts;
 - linkage, ability and interest; and
 - implications of GDPR.

4. Prospect solicitation:
 - how to prepare for a solicitation;
 - how to decide on the solicitation team;
 - how to ask for the donation;
 - principles of effective communication and presentations; and
 - how to thank appropriately.
5. Stewardship:
 - selection of appropriate approaches to donor recognition and stewardship; and
 - principles of impact evaluation and reporting.
6. Institutional readiness:
 - systems and processes to support major gift fundraising;
 - the role of Board support and involvement;
 - importance of liaison with other teams;
 - identification of appropriate recognition and stewardship opportunities; and
 - consideration of return on investment and timeframe for the generation of appropriate returns.
7. Legal and ethical requirements appropriate to the jurisdiction(s).

CF 3.4: Direct Marketing for New Donor Acquisition

Requirement

This unit addresses how to use a wide range of direct marketing channels to recruit new donors. Here we consider the use of mail, print, telephone, direct dialogue and broadcast channels to recruit donors into “cash” or monthly/sustained giving. Fundraisers should be able to write a plan for new donor acquisition using the media and channels most appropriate to that task.

Performance Criteria

Fundraisers should be able to:

1. Review the current direct marketing environment identifying trends, critical issues and giving patterns.
2. Critically evaluate existing direct marketing activity, identifying areas for improvement and change.
3. Develop and implement a plan for new donor acquisition.
4. Develop appropriate case expressions for each channel (e.g. fundraising propositions).
5. Develop donor centric communications that reflect the needs/interests of the focal donor segment.
6. Develop communications that are consistent with the legal and ethical requirements of the focal jurisdiction.
7. Create systems and processes required to ensure the timely fulfilment of any direct marketing response.
8. Monitor and evaluate the success of direct marketing activity.
9. Develop and implement appropriate testing plans.

10. Brief, liaise with and manage third party suppliers of specialist, logistical or technical support as appropriate.

Underpinning Knowledge

Fundraisers should demonstrate an understanding of:

1. Direct marketing:
 - definition;
 - evolution and role of direct response;
 - role and use of a fundraising database;
 - the most commonly used channels;
 - current trends; and
 - issues and patterns of performance.
2. Direct response planning:
 - recruitment/development objective setting;
 - profiling;
 - segmentation;
 - targeting;
 - media selection and planning;
 - scheduling;
 - budgeting;
 - responsibilities;
 - monitoring and control; and
 - acquisition and welcome cycles.
3. Direct mail:
 - recruitment objective setting;
 - the importance of allowable cost per donor;
 - different categories of lists;
 - list swapping (where permitted);
 - list quality;
 - the use of list brokers;
 - copywriting;
 - storytelling;
 - principles of design and layout;
 - characteristics of effective fundraising communications;
 - direct mail fulfilment and data capture;
 - budgeting for direct mail;
 - the costs; and
 - metrics and sector performance benchmarks.
4. Telephone:
 - role of telephone in an integrated communications mix;
 - outgoing and inbound telemarketing;
 - scripting and CATI approaches;
 - the importance of staff training and evaluation;
 - in-house versus agency suppliers;
 - budgeting for telephone;

- the costs; and
 - metrics and sector performance benchmarks.
5. Direct dialogue:
 - role of face-to-face and door-to-door approaches in an integrated communications mix;
 - working with agency suppliers;
 - in-house versus agency options;
 - problems of donor quality and attrition;
 - importance of onboarding and welcome processes;
 - budgeting for direct dialogue;
 - the costs; and
 - metrics and sector performance benchmarks.
 6. Direct response advertising:
 - role of direct response advertising in an integrated communications mix;
 - forms of direct response advertising (e.g. television, radio, print, inserts, outdoor, ambient);
 - copywriting;
 - storytelling;
 - principles of design and layout;
 - characteristics of effective advertising communication;
 - budgeting for advertising;
 - the costs; and
 - metrics and sector performance benchmarks.
 7. Legal and ethical requirements for each channel.

CF3.5: Digital Fundraising for New Donor Acquisition

Requirement

Fundraisers should understand how to use a range of different digital channels to communicate with potential supporters and engage them with the work of the organisation. Fundraisers should also be able to write a plan for new donor acquisition employing digital channels.

Performance Criteria

Fundraisers should be able to:

1. Review the current digital environment, identifying trends, critical issues, changes in technology and giving patterns.
2. Critically evaluate existing digital marketing activity, identifying areas for improvement and change.
3. Develop and implement a digital fundraising plan for new donor acquisition.
4. Develop appropriate case expressions for each digital channel (fundraising propositions).
5. Develop donor centric digital communications that reflect the needs/interests of the focal donor segment.
6. Develop digital communications that are consistent with legal and ethical requirements of the focal jurisdiction.
7. Monitor and evaluate the success of digital fundraising activity.

8. Develop and implement appropriate testing plans.
9. Brief, liaise with and manage third party suppliers of specialist, logistical or technical support as appropriate.

Underpinning Knowledge

Fundraisers should demonstrate an understanding of:

1. Digital fundraising environment:
 - trends;
 - issues;
 - changes in technology; and
 - patterns in donor behaviour.
2. Digital communications mix:
 - search engine marketing (organic and paid);
 - online PR;
 - advertising (Pay-Per-Click and CPM);
 - viral marketing;
 - mobile (and SMS);
 - email;
 - website design and optimisation; and
 - best practices associated with each.
3. Social media fundraising:
 - strengths and weaknesses of all major social media platforms;
 - associated costs and risks;
 - sources of performance and benchmarking data;
 - characteristics of effective fundraising communications; and
 - one versus two stage recruitment.
4. Digital etiquette:
 - styles of content provision;
 - norms and manners for each technology; and
 - tone and culture of different audiences.
5. CRM systems:
 - analytical, operational, collaborative and social; and
 - common CRM features (contact management, contact support, email fundraising and fundraising automation).
6. Security:
 - sources of threat and risk to digital information;
 - the importance of security policy;
 - key provisions of the Data Protection Act and consequences of a breach;
 - GDPR and Electronic Privacy Regulations;
 - the importance of opt-in versus opt-out;
 - copyright and Intellectual Property; and
 - other legal and ethical requirements relevant to the jurisdiction.

CF4.0: Institutional Fundraising

This cluster of units addresses the issue of fundraising from organisations, with a particular focus on corporate philanthropy and the solicitation of funds from grant making foundations and trusts. The size and significance of the income accruing from these sources will vary considerably by jurisdiction, but since many such funders now operate globally, the content of these units will be generally applicable. We do not specifically address the solicitation of statutory funding, although many of the principles of foundation fundraising will obviously apply.

CF4.1: Corporate Fundraising

Requirement

Fundraisers should be able to write a plan for corporate fundraising activity, securing a range of different forms of corporate support. All fundraising conducted should be done in accordance with the legal and ethical requirements of the focal jurisdiction(s).

Performance Criteria

Fundraisers should be able to:

1. Review the market for corporate philanthropy, identifying trends, critical issues and giving patterns.
2. Describe common motives for corporate support and evaluate the implications for their own fundraising approach.
3. Understand organisational decision-making processes and the role of the decision-making unit.
4. Conduct prospect research and prioritise potential funders.
5. Qualify and prioritise corporate prospects.
6. Appraise potential corporate funders against their organisation's own code of fundraising ethics and gift acceptance policy.
7. Cultivate prospects and solicit a variety of different categories of funding and support.
8. Deliver a tailored and customer centric pitch for corporate support.
9. Plan and implement appropriate donor recognition and stewardship activity.
10. Monitor and evaluate the success of corporate fundraising activity.

Underpinning Knowledge

Fundraisers should demonstrate an understanding of:

1. Corporate fundraising environment:
 - key trends; and
 - issues in corporate giving and philanthropy.
2. Forms of corporate support:
 - cash, gifts in kind, volunteer time, specialist expertise, promotional support, cause related marketing and sponsorship;
 - current trends; and
 - issues in relation to each.

3. Motives for support:
 - altruism versus self-interest;
 - the role of tax-efficient giving;
 - the role of Corporate Social Responsibility agenda; and
 - the role of corporate partnerships.
4. Organisational giving behaviour:
 - organisational decision making;
 - the role of decision-making unit;
 - common decision-making units;
 - the role of relationship marketing;
 - criteria used to evaluate potential partners; and
 - common pitfalls.
5. Selection of appropriate solicitation methods:
 - principles of proposal writing/effective presentations;
 - budgeting/costing a proposal;
 - concept of customer centricity; and
 - the articulation of customer needs.
6. Relationship development:
 - criteria used to evaluate business/not for profit relationships;
 - the role of service quality;
 - service quality management; and
 - relationship termination.
7. Legal and ethical requirements of the focal jurisdiction(s).

CF4.2: Fundraising from Trusts/Foundation and Government

Requirement

Fundraisers should also be able to plan grant-fundraising activity and develop appropriate and targeted applications for grant funding. They should be able to identify and compile suitable project proposals that match to foundation objects or government grant requirements. They should also be able to compile a project costing/budget and develop appropriate measures to capture the impact of the grant in line with organisational and funder needs.

Performance Criteria

Fundraisers should be able to:

1. Review the market for foundation philanthropy, identifying trends, critical issues and giving patterns.
2. Review the potential for government grants.
3. Understand the nature, purpose and operation of grant funders.
4. Research appropriate projects within their own organisation suitable for grant funding.
5. Conduct prospect research using a range of online and offline sources and prioritise potential funders or funding opportunities
6. Match potential funders with suitable organisational needs and projects.

7. Research and write a compelling grant proposal.
8. Understand how funders evaluate the proposals they receive and why proposals are rejected.
9. Honour reporting obligations under a grant and steward ongoing relationships with funders.
10. Monitor and evaluate the success of grant fundraising activity.

Underpinning Knowledge

Fundraisers should demonstrate an understanding of:

1. Grant fundraising:
 - sources of grant income – categories of statutory/government funding (European, national, regional, local) and grant making trusts/foundations;
 - operation of grant making trusts/foundations, including the role of charitable objects;
 - patterns and trends in statutory/government and trust/foundation funding; and
 - the significance of grants versus contracts.
2. Project development:
 - identification of need appropriate for grant support;
 - difference between restricted and unrestricted funds;
 - costing of proposals;
 - direct and indirect costs;
 - full cost recovery;
 - derivation of likely impacts/outcomes from project;
 - the role of fundraising staff and programme staff in application development;
 - differences between organisational and funder perspectives; and
 - principles of impact evaluation and reporting.
3. The fundraising approach:
 - identification and selection of appropriate funding sources;
 - match between foundation “objects” and those of the project;
 - case writing and principles of storytelling;
 - organisational capacity – what and how to document readiness;
 - partnerships and letters of collaboration;
 - provision of appropriate documentation and attachments;
 - budgets and budget narratives; and
 - planning for the sustainability of efforts.
4. Institutional giving behaviour:
 - organisational decision-making;
 - the role of decision-making units and the grant cycle;
 - criteria used to evaluate grant proposals; and
 - common pitfalls.
5. Reporting requirements:
 - impact evaluation and reporting;
 - the role of feedback; and
 - other factors in relationship building.
6. Legal and ethical factors appropriate to the focal jurisdiction(s).

CF5.0 Building Supporter Relationships

This cluster of units relates to the task of building donor and supporter relationships. It provides an understanding of the science of donor behaviour and how to apply this to create more meaningful supporter relationships that build loyalty to a focal organisation and contribute to the wellbeing of supporters. It will also cover how to collect meaningful and appropriate information on supporter interests, preferences, behaviours and perceptions and how to utilise this knowledge to inform the fundraising strategy and approach.

CF5.1: Understanding Donor Behaviour

Requirement

Fundraisers should have a detailed understanding of the needs of their donors and how they can add value for those supporters in fundraising and other communications. Fundraisers should also be familiar with (and able to apply) findings from the emerging science of donor behaviour to inform their approach.

Performance Criteria

Fundraisers should be able to:

1. Describe the demographic, attitudinal and lifestyle characteristics of donors.
2. Explain the role of tax relief in stimulating donations and the operation of any tax-effective giving schemes in the focal jurisdiction(s).
3. Describe why donors support charities, emphasising the different categories of utility that can accrue from giving.
4. Distinguish between content and process models of giving and explain how findings in each may be used to inform fundraising activity.
5. Describe the key barriers to giving and how fundraisers can overcome them.
6. Understand the reasons that donors terminate their support and design communications to build loyalty.

Underpinning Knowledge

Fundraisers should demonstrate knowledge of:

1. Individual giving:
 - demographic, attitudinal and lifestyle characteristics of donors and non-donors; and
 - factors driving differences in giving behaviour.
2. Motives for individual giving:
 - familial utility, personal utility, demonstrable utility, spiritual utility and emotional utility;
 - influence of culture/religion/faith on giving;
 - barriers to giving; and
 - primary causes of donor attrition.
3. Categories of donor by value:
 - behaviour of low value donors, mid-level donors, major donors, cash donors and monthly/sustained donors; and
 - variations in behaviour and motives for giving.

4. Content and process models of giving behaviour:
 - reviews/summaries of studies on giving behaviour; and
 - key research findings and implications of each.
5. Group and environmental influences on behaviour:
 - role of identity – donor identity, social identity, symbolic social identity, moral identity and religious identity;
 - key research findings; and
 - implications of each.
6. Communications design:
 - donor centricity;
 - copywriting - type, design and layout;
 - key concepts from philanthropic psychology and behavioural economics; and
 - recent findings from testing and research.

CF5.2: Supporter Retention and Loyalty

Fundraisers should be able to build supporter loyalty, utilising the latest science and research to inform their approach. They should be able to identify problems in their current pattern of performance and suggest strategies/tactics to garner improvement. They should also be familiar with and able to apply a range of key loyalty metrics.

Performance Criteria

Fundraisers should be able to:

1. Describe why donor loyalty matters.
2. Describe the key factors that drive donor loyalty.
3. Critically evaluate their own organisation's pattern of donor loyalty and benchmark this performance against sector norms.
4. Develop a plan to build donor loyalty.
5. Explain how relationship fundraising differs from 'transactional' fundraising.
6. Plan integrated supporter journeys to deliver value for supporters.
7. Calculate and interpret key loyalty metrics.

Underpinning Knowledge

Fundraisers should have a knowledge of:

1. Donor retention/supporter loyalty:
 - definitions;
 - degrees and types of loyalty; and
 - the value of loyalty to a nonprofit.
2. Drivers of loyalty:
 - role of satisfaction, commitment and trust;
 - measurement of these factors;
 - sources of donor satisfaction and dissatisfaction; and
 - antecedents and consequences of satisfaction, commitment and trust.

3. Relationship fundraising:
 - distinction between relational and transactional approaches;
 - psychology of relationship building;
 - wellbeing in relationships; and
 - consequences of relationship fundraising.
4. Principles of relationship marketing/fundraising:
 - planning donor journeys;
 - establishing retention programs (welcome, upgrade, cross-sell, engagement, stewardship and reactivation); and
 - collecting and using volunteered and behavioral information for personalisation and to drive differentiated propositions.
5. Loyalty metrics:
 - concept of donor lifetime value;
 - loyalty ladder/frameworks; and
 - how to calculate and interpret key loyalty metrics.

CF5.3: Conducting Donor Research

Research is vital to any successful fundraising operation. Fundraisers should demonstrate that the fundraising strategy is based upon well-researched, up-to-date information. Fundraisers should research and analyse the organisation's stakeholders, identifying their characteristics, interests and motivations and linking these to a range of fundraising activities.

Performance Criteria

Fundraisers should be able to:

1. Identify appropriate areas for donor research.
2. Specify market research objectives.
3. Distinguish between qualitative and quantitative research and understand when the use of each is appropriate.
4. Commission both qualitative and quantitative research, as appropriate for a given research project.
5. Make the case to fundraising or organisational leadership for investment in research.
6. Brief and supervise a third-party supplier of research services.
7. Interpret and critically evaluate the findings from research.
8. Utilise research findings to inform fundraising strategy and tactics.

Underpinning Knowledge

Fundraisers should demonstrate knowledge of:

1. Researching donor behaviour:
 - definition of research; and
 - when and why to use research.

2. Primary and secondary research:
 - sources of secondary data;
 - sources of primary data; and
 - research collection methods.
3. Primary research methods:
 - qualitative versus quantitative research;
 - use of focus groups and interviews;
 - postal, telephone and digital survey;
 - use of survey platforms e.g. Survey Monkey and Qualtrics;
 - advantages/disadvantages and costs of each approach; and
 - experiments – simple A/B testing.
4. Sampling:
 - simple random, systematic random, stratified sampling, cluster sampling, quota sampling; and
 - advantages/disadvantages of each approach.
5. Questionnaire design:
 - open versus closed questions;
 - questionnaire structure – funneling; and
 - question types – open/closed, Likert questions, semantic differential scales.
6. Interpreting research data:
 - how to critically evaluate research; and
 - concepts of validity and reliability.
7. Research ethics:
 - transparency and importance of consent;
 - GDPR and privacy;
 - personal data versus sensitive personal data and rules relating to each; and
 - right to withdraw.

European Fundraising Association

The European Fundraising Association (EFA) is a network of 21 national fundraising associations and organisations from across Europe working together with the collective goal of raising fundraising standards. Our members represent the national fundraising community in Austria, Belgium, Czech Republic, Finland, France, Germany, Ireland, Italy, Lithuania, Netherlands, Norway, Poland, Slovakia, Slovenia, Spain, Sweden, Switzerland and United Kingdom.

Together, we represent the European fundraising community with one voice, one collective body and one shared goal of facilitating better fundraising. EFA aims to strengthen and develop the fundraising profession across Europe.

We welcome applications from national fundraising associations and organisations to join our member base. For enquiries about EFA's membership services, please contact info@efa-net.eu

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