

EUROPEAN NONPROFIT PULSE 2025:

Tracking change, challenges
& digital transformation

A joint report published by:



FOREWORD

We are pleased to present the European Nonprofit Pulse 2025, a collaboration between the European Fundraising Association, the UK's Chartered Institute of Fundraising, and Salesforce that brings together sector expertise and data-driven insight to track the state of fundraising across Europe.



**Ceri Edwards, President,
European Fundraising
Association**

This pan-European pulse offers something unique: the ability to track sector-wide trends, benchmark progress, and gain perspective on what's happening not only within our own countries but across the continent. It's a valuable opportunity to see the bigger picture, understand the challenges and opportunities our peers face, and learn from one another. These insights also help shape the support provided by national associations, networks like EFA, and others committed to strengthening nonprofits in Europe.

This year's report highlights recent experience while looking ahead. It highlights the pressures nonprofits continue to face – particularly around income generation and workload – but also the resilience and innovation that define the sector.

A particularly striking development is the rapid rise of AI. Last year, only 13% of nonprofits reported using it; this year, that figure has risen to almost half. Most organisations remain in the early stages, focusing on generative rather than predictive AI, which holds even greater transformative potential. Yet challenges persist – from ethics and data security to concerns about job displacement – making it vital that the sector ensures AI is used responsibly, safely, and inclusively.

Digital adoption more broadly is also accelerating. From addressing funding shortfalls and rising costs to supporting staff wellbeing and meeting growing service demand, nonprofits are turning to digital tools to meet their biggest challenges – a trend set to continue.

While Europe is one continent, experiences vary widely. Levels of digital adoption, sector maturity, and societal challenges differ greatly, yet common themes emerge. This report serves as both a bellwether and an inspiration, pointing to what is possible, even if not yet universal.

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INTRODUCTION

Across Europe and beyond, nonprofits operate in an increasingly complex and constrained environment. Rising costs and demand for services have intensified financial strain, while political shifts to the right, shrinking civic space, and funding cuts – coupled with fewer people giving – add to the pressure. At the same time, rapid technological development offers tools that could ease these burdens, even as they introduce new challenges.

So how are nonprofits responding to this changing landscape?

Each year we take the sector's pulse to find out. Once again, this year's report has been produced in partnership by the European Fundraising Association (EFA), the UK's Chartered Institute of Fundraising (CIOF), and Salesforce.

The data, provided by Salesforce, was collected in a global survey in April 2025 and covers 2024-25. It includes responses from 751 nonprofits across four European countries: the UK (300), France (183), Germany (194), and the Netherlands (74). Most respondents were at manager level or above. Organisations surveyed were small (0-100 staff), medium (101-500), and large (500 plus), and across a breadth of causes.

Globally, Salesforce's survey shows nonprofits remain remarkably resilient despite mounting challenges that demand evolution across staffing, fundraising, digital engagement, and technology readiness. Workforce issues top the list of operational concerns, while digital engagement continues to grow and curiosity about AI is quickly turning into action. Yet digital capabilities still lag behind what's needed, and concerns over AI's ethical use persist.

As ever though, this report focuses on Europe, offering a deep dive into how nonprofits across the continent have fared since the last edition – how strategies have evolved, where the greatest challenges and opportunities lie, and where their priorities now stand.

WHAT HAS CHANGED?

Since the 2024 Nonprofit Pulse Report, Europe's nonprofits have faced a turbulent political climate, persistent inflation, and rising costs. Demand for services has surged, with half of organisations reporting increases since January 2024, up 22% on the previous year.

Yet only a quarter saw a rise in funding, so pressure to secure vital resources and deliver services remains intense, leaving the majority trying to do more with less.

Increasingly turning to technology for support, Europe's nonprofits are further expanding their use of digital channels and AI, alongside their marketing and communications to reach new and existing audiences. One in three respondents reported boosting investment in tools and opportunities to engage younger donors, while many organisations across all four countries have further strengthened their digital fundraising and engagement efforts.

Workforce challenges remain a big concern. Under resourced and under pressure, more than a third (36%) of nonprofits boosted investment in staff wellbeing in the past year – up from 29%, with the UK leading on this front. In Germany and the Netherlands, more organisations grew their teams with staff and volunteers. Overall, a modest rise in workforce numbers suggests slight easing of recruitment difficulties.

At country-level, service demand has increased most steeply in the UK, alongside significant growth in France and Germany. Nonprofits are responding with digital innovation, stronger donor engagement, and greater focus on supporting staff and volunteers – balancing higher demand with limited resources.



↑ 36%
boosted investment
in staff wellbeing



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Budget cuts in official development assistance across Europe have led 27% of organisations to say that one of their biggest challenges is to compensate for these. This implies that from 2025, and even more so in 2026, there will be significant trade-offs in terms of human resources (a major challenge identified by 61% of respondents in the survey), increased pressure on fundraising teams and drastic choices in terms of operations.



Unsurprisingly, there has also been an increase across all countries in organisations experiencing greater demand for services (50% in the 2025 report compared to 28% in 2024's). Here we are seeing a triple squeeze between increasing needs, rising costs and declining funding. This reality has intensified in 2025, necessitating operational decisions including closing programmes, revising the criteria for defining priority beneficiaries, and bringing organisations closer together.

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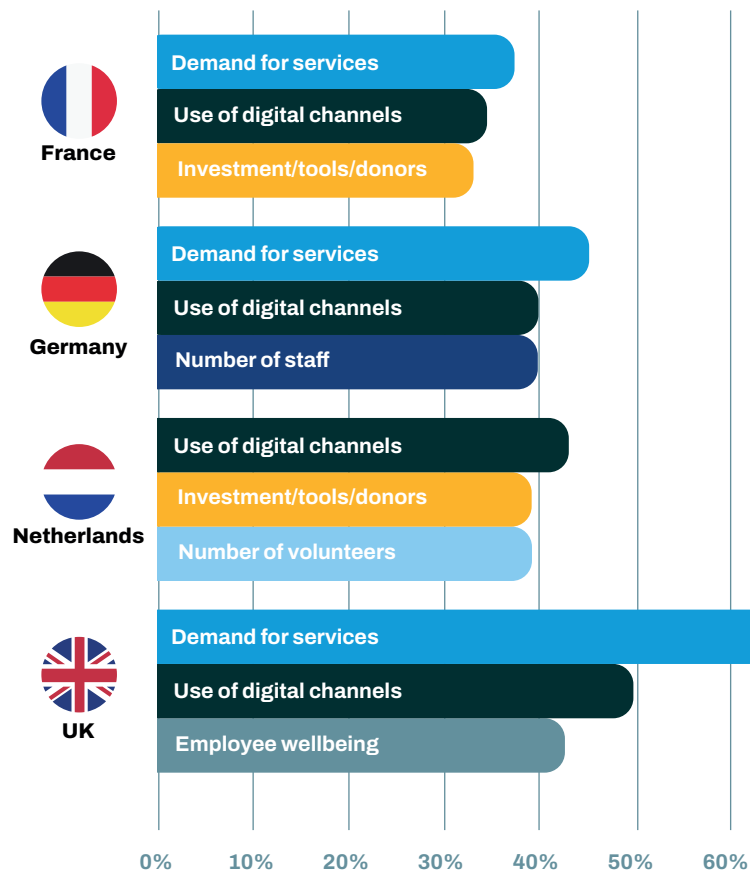
Laurence Lepetit, Chief Executive, France générosités



Since 1st January 2024 how has your organisation changed?
(Increases only)



Top 3 biggest areas of change for each of the surveyed countries



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Across Europe – and even more so in our region – nonprofits are stretched to their limits. Yet amid these pressures, their resilience and creativity continue to stand out. The challenge now is to ensure that organisations have the resources and tools they need – not just to weather this storm, but to adapt and thrive in a rapidly changing environment.



In Slovakia, where the pressure is even sharper, organisations strive to meet growing needs while contending with a hostile government and new legal and administrative constraints that demand additional capacity. Too much energy goes into compliance instead of innovation – yet the determination to remain independent and make a difference is as strong as ever.

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Eduard Marček, Executive Director,
EFA & Chair, Slovak Fundraising Centre

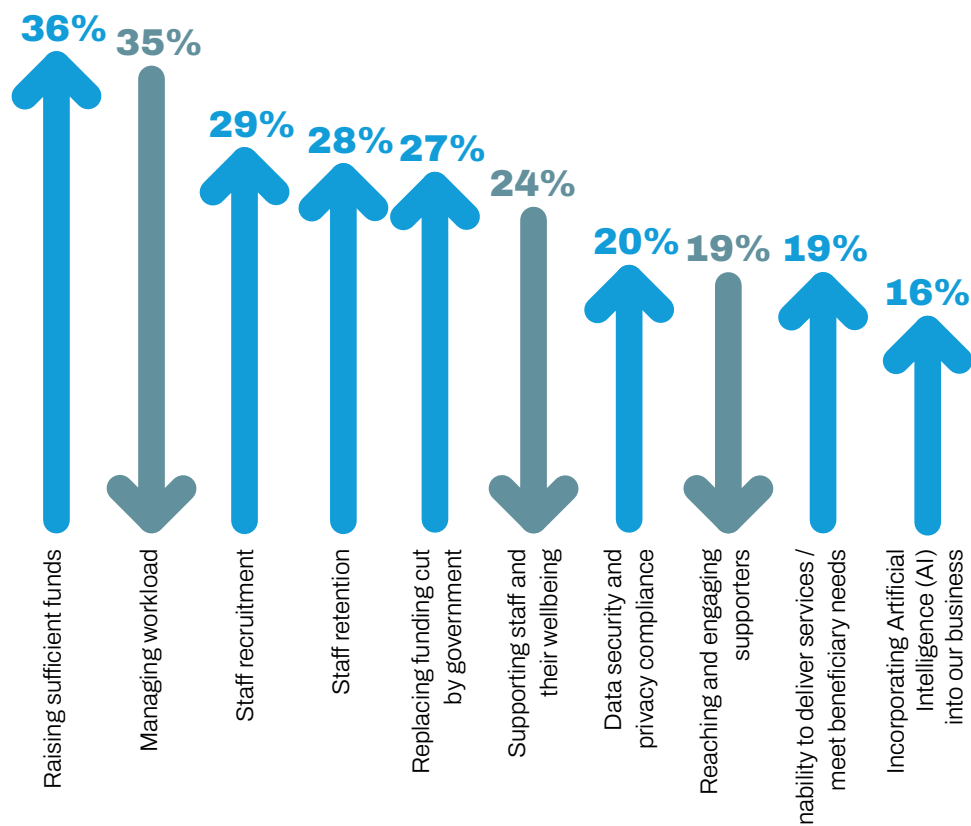
BIGGEST CHALLENGES

A year on from 2024's Nonprofit Pulse Report, many of the sector's top issues remain in focus while several have further intensified. In particular, raising sufficient funds has become even more pressing – cited by 36% of respondents compared to 28% last year – driven by declining public donations, reduced government support, and cuts from major funders such as USAID.

Funding and workload remain the greatest challenges. Having to do more with fewer resources and smaller teams is adding pressure: impacting job satisfaction, wellbeing, and the ability to recruit and retain staff.

Which of the following issues are most challenging for your nonprofit right now?

% of respondents, with arrows indicating whether this is an increase or decrease on 2024's report



While some organisations have grown their workforce, more than a quarter report recruitment and retention difficulties, with staff wellbeing close behind.

Regional variations reflect this: staff recruitment tops the list in France and Germany; the UK reports the greatest funding pressures (43% vs. roughly a third elsewhere); and in the Netherlands, data security and privacy compliance is the leading issue (43%).

These struggles are unsurprising amid a ‘perfect storm’ of reduced income, rising operational costs – especially energy, staffing, and supplies – and ever-increasing demand for services, which in turn intensifies competition for grants.

New and emerging challenges add complexity. One in five nonprofits cite data security and compliance pressures, particularly with the UK’s new Data (Use and Access) Act 2025 and upcoming EU GDPR reforms. Another major concern is the impact of Meta’s ban on advertising relating to political, electoral or social issues within the European Union. Effective as of October 2025, the move is Meta’s response to the new Transparency & Targeting of Political Advertising (TTPA) Regulation.

Also, as curiosity about AI shifts into adoption, 16% are grappling with how to implement it responsibly – balancing efficiency gains in automation, personalisation, and supporter engagement with ongoing concerns around compliance, security, and ethics. More on this topic on pages 23-26.

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Raising sufficient funds is growing increasingly difficult, yet only 30% of nonprofits are diversifying their channels. With dramatic cuts in funding at the same time as costs and society’s needs are growing, organisations – particularly those depending on traditional funding sources like grants and foundations, or with a large individual donor base that is ageing – must explore new funding sources.



These challenges will only intensify over the next few years, making fundraising even more important. In countries with historically high levels of government funding, particularly for certain causes as in Germany, fundraising is not always as well understood or developed as elsewhere. By necessity this is having to change, and the percentage of nonprofits diversifying channel use is likely to grow as a result.

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Martin Georgi, Chair, Deutscher Fundraising Verband

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Finland experiences many of the same challenges as the rest of Europe – growing demand for services, money becoming harder to find, and rising workload for fundraisers. Here, this is partly a consequence of the decrease in public funding announced by the Finnish government in spring 2024. The greatest challenge we all face as nonprofits however may be our ability to analyse and manage risk.

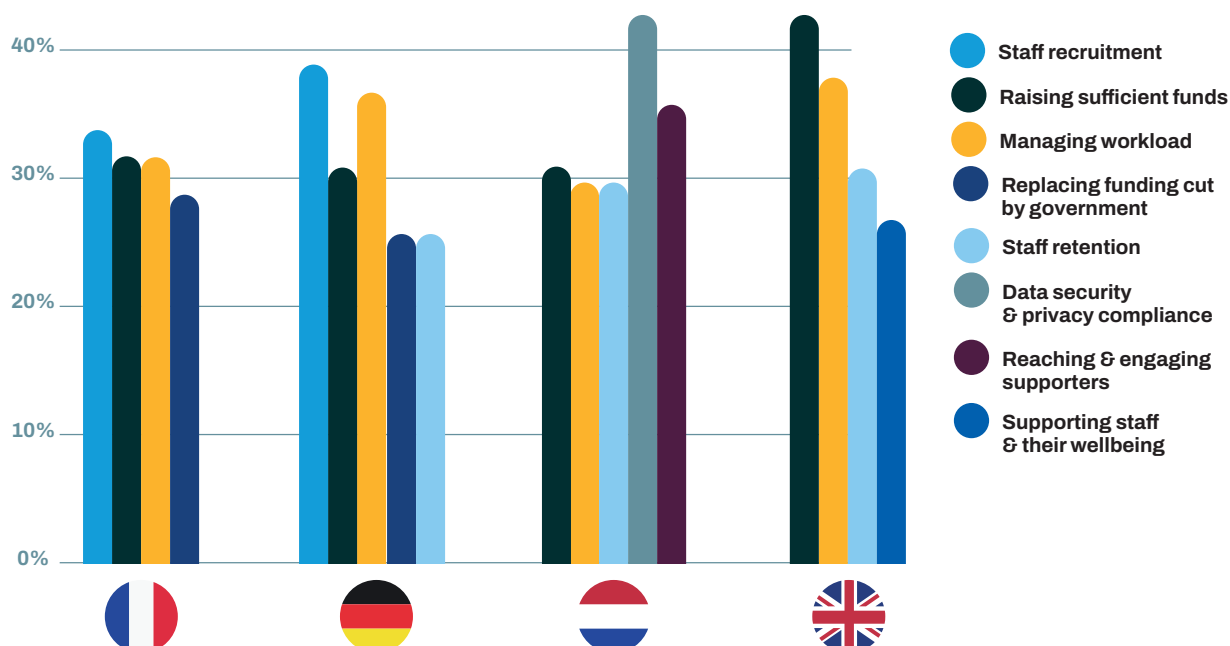


Building resilience means strengthening our ability to anticipate and respond to threats – from pandemics to funding shifts and sector disruptions. We must learn from past crises so we can adapt faster next time. This prompts important questions for every organisation: How diverse is our funding? Do we work across all channels? Have we prepared for what's next? And as leaders, are we engaging with wider issues and peers? Such conversations – among NGOs, umbrella bodies, and networks – are essential to resilience.

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Pia Tornikoski, Secretary General, VaLa Ry

Top 4 biggest challenges by country



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The challenges ahead are manifold. Some are undoubtedly more specific to France, where the social model and public support for associations are changing even more profoundly than elsewhere. That said, USAID cuts and declining development aid are leading to paradigm shifts that are affecting every country.



Beyond fundraising, three priorities stand out. Firstly, transforming organisational and financial models to move towards greater hybridisation and cooperation. Secondly, preserving human resources through training and support for technological changes and ensuring wellbeing in a context where associations face political and financial pressure. And finally, maintaining a positive unifying discourse about the voluntary sector that rejects radicalisation or marginalisation, fosters solidarity, and reminds the public of its essential role in building social ties and shared commonality.

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Laurence Lepetit, Chief Executive, France générosités



FUNDRAISING FOCUS

Government support

Across Europe we have seen a notable political shift to the right across a swathe of countries including Germany, Italy, Slovakia and UK. Shrinking civic space and diminishing government support for nonprofits are growing concerns, and fundraising is increasingly taking a role in mobilising support.

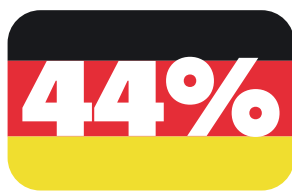
Among this year's four focus countries, there are some notable differences in perceptions of government support for fundraising. Netherlands scores highly, despite recent government policies increasing pressure on nonprofits' operations: a stark contrast to France and the UK where just 1 in 5 respondents feel their governments are supportive of the sector. In Germany, it is almost an even split.

How supportive do you think your national government has been of charity fundraising over the last year?

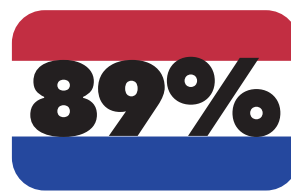
% of organisations choosing 4 or 5 on a scale of 1-5
(where 1 is not at all supportive and 5 is very supportive)



France



Germany



Netherlands



UK



“

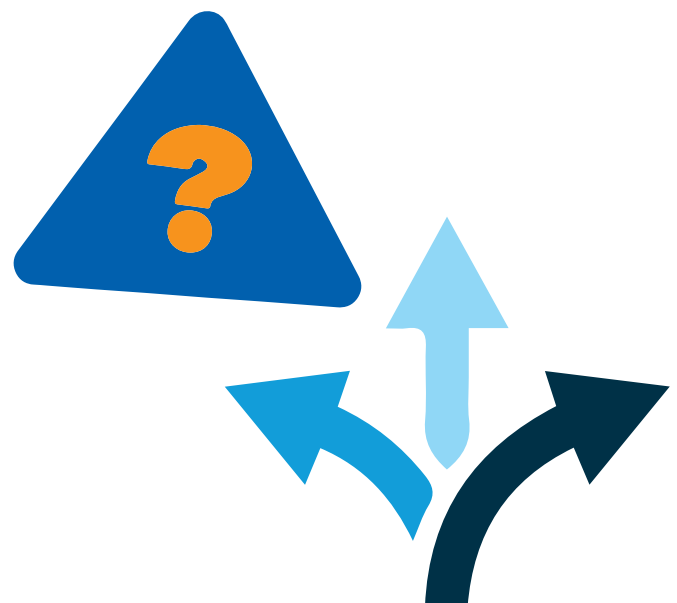
At a time of growing political uncertainty, rising far-right movements, and increasing restrictions on civic space, we must see fundraising in the wider context of society, and understand that it is also about engagement, empowerment and the defence of civil society itself.



It's unclear as yet how the political landscape will develop in the next few years, how much more we'll see support rise for far-right movements, and how far attacks on civil society will continue. In Germany, we already see restrictive legal and tax measures against organisations that take a political stance, alongside attempts by government to start a roll-back on some issues that have seen an active engagement by citizens, such as climate change or human rights. In response, as well as sustaining our organisations and supporting our causes, fundraising plays an essential role in protecting democracy.

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Martin Georgi, Chair, Deutscher Fundraising Verband



Strategy shifts

Against a backdrop of challenge and change, nonprofits are broadening fundraising strategies by adopting a wider mix of channels. Nearly a third report increasing investment in this area – up from 23% in 2024’s report – with a clear emphasis on digital outreach.

Similarly, a growing proportion are channelling more resources into fundraising activity, marketing, and communications to reach new audiences. This figure has climbed to nearly one in three, up from 18% last year.

How is your fundraising strategy changing in 2025



Alongside expansion, nonprofits are doubling down on supporter care and retention – reflecting a dual focus on building reach while nurturing loyalty in an increasingly competitive landscape. Around a quarter have increased efforts to acquire and retain supporters, while 20% are prioritising regular giving and donor stewardship.

The digital shift continues to reshape giving behaviour. Nonprofits are placing greater emphasis on online and mobile payment options, with 22% reporting increased investment – up from 15% in 2024's report. Beyond aligning with broader societal trends, this pivot reflects a strategic choice to improve efficiency, reduce costs, and extend reach. Embracing digital tools is enabling organisations to build deeper supporter relationships, sustain engagement, and encourage more consistent giving.

At the same time, nonprofits are leaning more heavily on volunteer fundraisers as they seek both efficiency and cost savings. In fact, 20% report recruiting more volunteer fundraisers, compared with just 13% in 2024 – a notable shift.



↑ 22%
increased
investment



↑ 20%
recruited more
volunteer
fundraisers



Channel usage

Nearly nine in ten nonprofits (87%) now use digital channels for fundraising and supporter engagement, alongside which two-thirds (67%) still employ traditional (non-digital) channels. This underscores both the ubiquity and value of digital use, whilst also highlighting the enduring effectiveness of traditional approaches such as face-to-face fundraising, telephone, and mail.

Social media continues to dominate as the most widely used channel across Europe's nonprofits, serving as a cornerstone for both fundraising and awareness. For the first time, paid social ads have overtaken face-to-face fundraising, making digital advertising a stronger presence in the top five. Instant messaging has also seen remarkable growth, with usage jumping from 15% to 25% in a year.

Although telephone and mail remain in the top ten, they have been surpassed by faster-growing digital tools. Social media advertising and other forms of digital advertising have climbed the rankings, while display advertising has entered the top ten, now used by nearly one in five nonprofits.

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Amidst a changing and challenging giving landscape, diversification is an essential step towards strengthening a charity's financial resilience. In the UK, we have seen charities branch out into prize-led fundraising such as lotteries, build online communities through social media, and pursue new corporate partnerships.



Perhaps the most important thing to remember is that there is no one-size-fits-all approach when it comes to diversification. Establishing the right fundraising mix requires an in-depth understanding of donors' priorities and preferences, a plan that suits your current level of resources, and robust evaluation processes. Achieving this, however, requires investing in fundraising, which is why I am pleased to see a higher proportion of organisations confirming they are doing so.

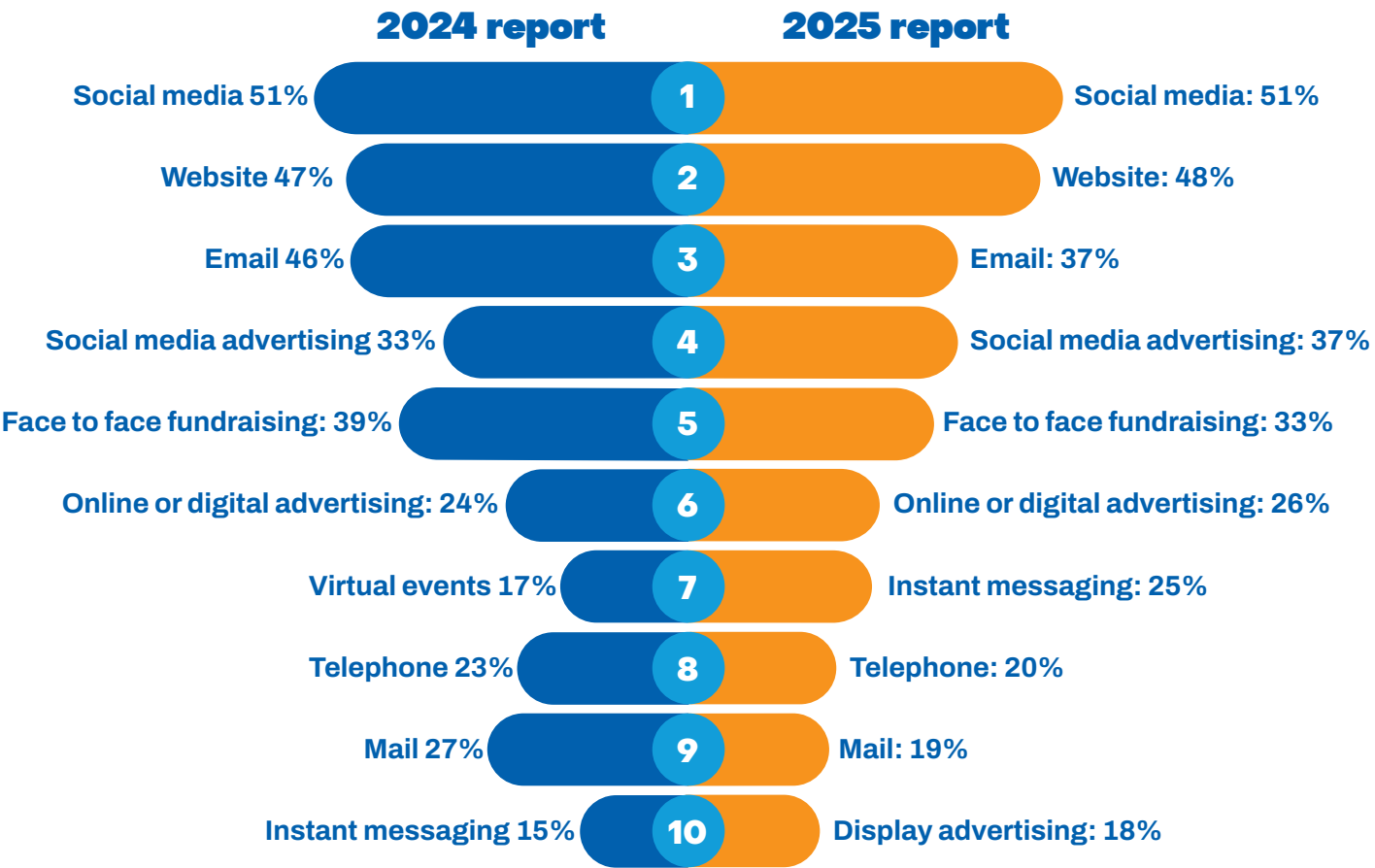
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Ceri Edwards, President, EFA & Executive Director of Engagement, Chartered Institute of Fundraising

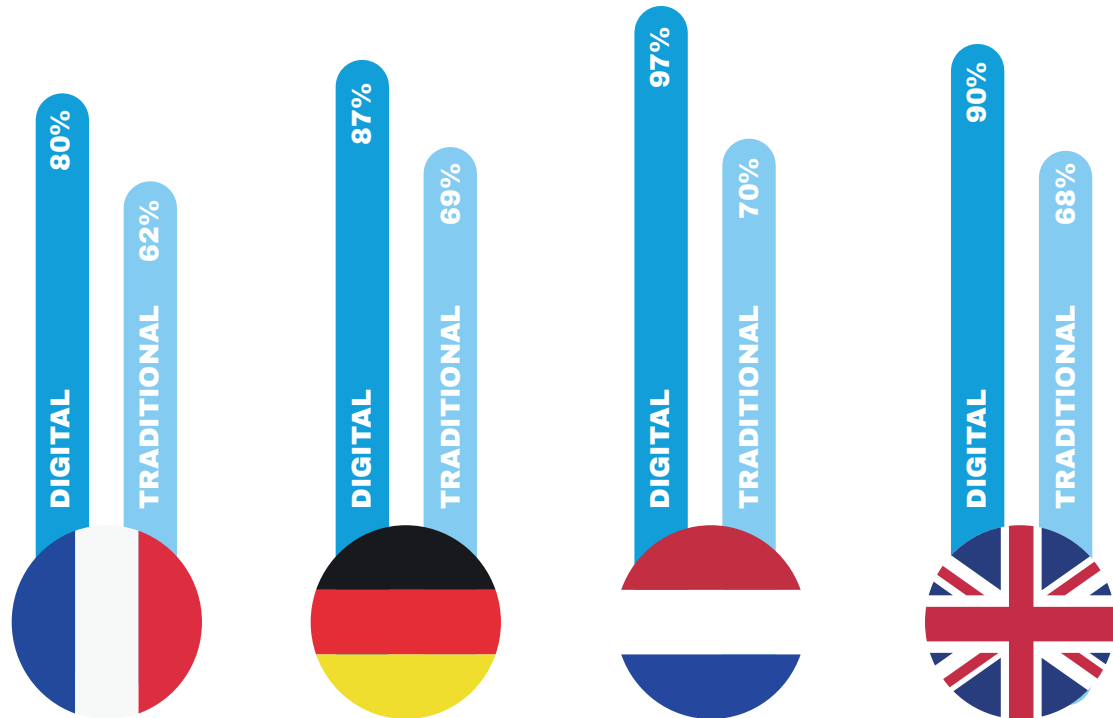
At country level, the digital-first trend is even more pronounced. The Netherlands leads with 97% of nonprofits now using digital channels, followed by the UK at 90%. In most countries, the top five channels include social media, websites, email, paid social advertising, and face-to-face fundraising. The Netherlands, however, stands out with instant messaging as its second most popular channel and display advertising also breaking into the top five.

This accelerating shift toward digital sets the stage for more advanced strategies – particularly AI-driven donor engagement – offering nonprofits new opportunities to deepen relationships and drive impact.

Top 10 fundraising channels for fundraising and/or engaging with supporters



Digital & traditional channel users – which of the following channels do you use to fundraise and/or engage with supporters?



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Digital channels continue to dominate thanks to their ability to reach large number of people quickly and efficiently. But these channels come with their own unique set of challenges. The rising cost of online advertising, changing algorithms and increased digital ‘noise’ can make it harder to reach the right audience with the right ask. Developing mission-driven, clear messages will therefore be crucial to ensuring that any digital fundraising activity meets its objectives.



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Ceri Edwards, President, EFA & Executive Director of Engagement, Chartered Institute of Fundraising

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Digital channels have become an essential tool for nonprofits: a cost-effective way to reach new audiences, raise awareness, and mobilise support. In Lithuania, this trend is evident: most organisations rely on social media, websites, email, and paid social media advertising for fundraising, with far less focus on more traditional approaches such as face-to-face, telephone, or mail. This reflects the fact that Lithuania has a young fundraising sector, and these traditional channels are not popular here or have never been used at all.



However, Meta's recent ads ban poses a significant challenge, including in Lithuania where our own data shows nearly 71% of nonprofits use paid social media advertising, and 60% dedicate up to half of their fundraising budget to it. Nonprofits may need to diversify their digital approaches, strengthening direct supporter communication via email, websites, or emerging platforms, and exploring new ways to maintain visibility without relying so heavily on paid ads. This moment could push organisations toward greater resilience but requires flexibility and innovation.

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Giedrė Šopaitė,
Founder, Manager & NGO Consultant, Baltic Fundraising Hub

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The clear emphasis on digital channel use may, in some markets, reflect how charities are recruiting new donors more than how they're stewarding existing supporters. In Finland mail use remains high alongside social media and digital for this reason. Keeping that focus on stewardship is as essential for sustainability as for bringing in new donors, and indeed, we also see many nonprofits across Europe placing a greater emphasis on diversifying channel use, as well as on increasing their focus on supporter care and retention.



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Pia Tornikoski, Secretary General, VaLa Ry

CYBERSECURITY & DATA HANDLING

Data handling

Most nonprofits across Europe have now incorporated some cybersecurity and data handling tools, with levels highest in the Netherlands and lowest in France. However, looking more closely at specific measures to protect data, the overall proportion with these in place remains low, showing little improvement on last year's figures. Just over a third of respondents say their organisation has, or plans to introduce, a data handling policy, GDPR-compliant software, or measures to manage personal information – only a small rise from the previous year. A smaller share, around a quarter, report having or planning to use tools specifically designed to safeguard and monitor data, such as privacy and security software, though this has increased slightly from 19% last year.

Cybersecurity

While cyberattacks are becoming more serious and increasingly common, again many nonprofits remain without some of the key protective measures. While more have cybersecurity training in place than last year (42% vs 33%), as well as cybersecurity planning and software (37% vs 24%), this is still less than half. Just over a quarter have a response plan in case of a cybersecurity breach – just slightly up from 23% in the previous report.

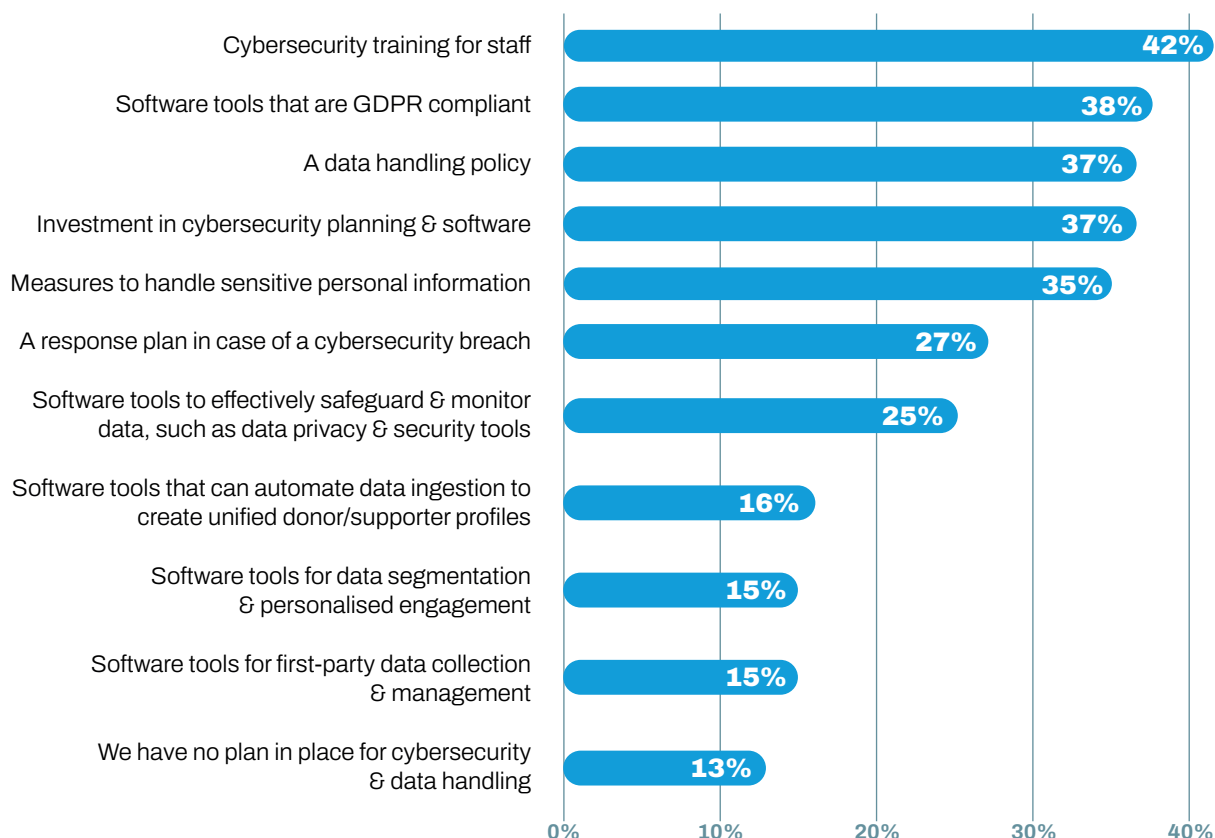
Country comparison – incorporation of cybersecurity & data handling software tools

Have data handling software tools

Have cybersecurity tools



Which of the following measures do you have in place or plan to have in place when it comes to cyber security and data handling?



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Trust in fundraising now depends as much on digital safety as on ethics or transparency, so cybersecurity and data protection should be at the top of every nonprofit's agenda. However, while clear progress has been made, with most now using some form of cybersecurity or data management tools, few have the full range of measures needed to protect sensitive information. This leaves them vulnerable to increasingly frequent and sophisticated cyber threats.



In Central and Eastern Europe, the challenge for many NGOs is capacity. Smaller teams simply don't have the resources to meet new standards, so building shared tools and peer support will be key to keeping our sector both safe and credible.

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Eduard Marček, Executive Director,
EFA & Chair, Slovak Fundraising Centre

AI ADOPTION BY NONPROFITS

AI has firmly entered the nonprofit sector, driving greater efficiency, engagement, and impact across organisations of all sizes.

Nearly half (48%) of nonprofits now use AI, a significant rise from just 13% last year, and 56% say they're open to adopting it.

However, concerns remain. Nearly half worry about data privacy and security risks, a third about job displacement or loss of skills, and one in five highlight issues around accuracy or ethics. Only 7% report no concerns, and 18% say they don't yet see a clear use case.

Uptake varies across Europe. In France, 36% of nonprofits are using AI, compared to 78% in the Netherlands. But optimism is high: 47% of French organisations and a remarkable 91% of Dutch nonprofits say they're open to exploring AI further, signalling strong momentum for future growth.

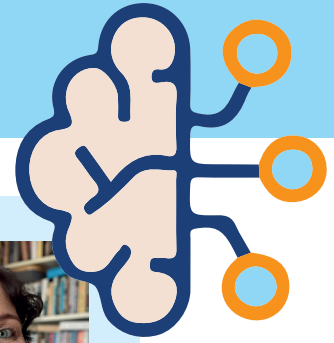
Fundraising and operational efficiency are emerging as the main drivers for AI adoption. Predictive AI is helping nonprofits identify promising prospects and uncover giving patterns to bring in more vital income, while common applications of generative AI include content creation, grant writing, and reporting – freeing up staff to focus on higher-value work.

Across all four countries in the survey, nonprofits are also putting a strong emphasis on digital-first fundraising. The Netherlands leads this shift, with 97% of organisations using these channels for fundraising, closely followed by the UK at 90%. This widespread move to digital platforms is also laying the groundwork for more advanced AI-powered donor engagement strategies.

Finally, the findings also suggest a correlation between government support and AI adoption. In the Netherlands, where 89% of nonprofits feel supported by the government, AI usage is the highest. In contrast, countries where nonprofits report lower levels of government support also see lower rates of AI adoption.

48%
of nonprofits
now use AI





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Technological change presents both opportunities and risks for all nonprofits. Nearly half of European organisations already use AI tools, and interest is strong in Poland too, particularly among larger and more technologically advanced NGOs. But the risk is clear: without solid rules and training, nonprofits may face privacy or compliance problems.



In parallel, digital fundraising remains underdeveloped in Poland. While many NGOs are active on social media and beginning to experiment with online giving, few have yet invested in systems for sustained donor engagement, integrated CRMs, or robust data protection. This combination of keen interest in AI and slow progress in digital fundraising highlights the uneven pace of digital transformation in the sector.

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Agata Wiencis, Vice President, Polskie Stowarzyszenie Fundraisingu

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Over the past 12 months, there has been unprecedented interest in AI among nonprofits. The accessibility of AI through natural language interaction has created enormous appeal, as people can simply chat with AI tools in their native language. However, there's a significant gap between interest and readiness.



The biggest barriers are low digital literacy and lack of training in tools they already have available. Many people still don't know useful functions in office suites like Google Workspace and Microsoft 365 that they use daily with perceived lack of time for learning and development a significant hurdle. However, organisations don't realise this is an investment that will pay back many times over through improved efficiency and capabilities.

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Kateřina Švidrnichová, AI & Digital Consultant

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In the nonprofit sector, we're seeing the classic adoption curve with AI where 10% go straight in, 80% are followers, and the remaining 10% are laggards. What's different with AI is that regardless of how well you understand it, everybody's already using it. We see more and more donors asking ChatGPT who to donate to; beneficiaries asking it where they can find information on their health conditions; and grant funders using it to manage applications.

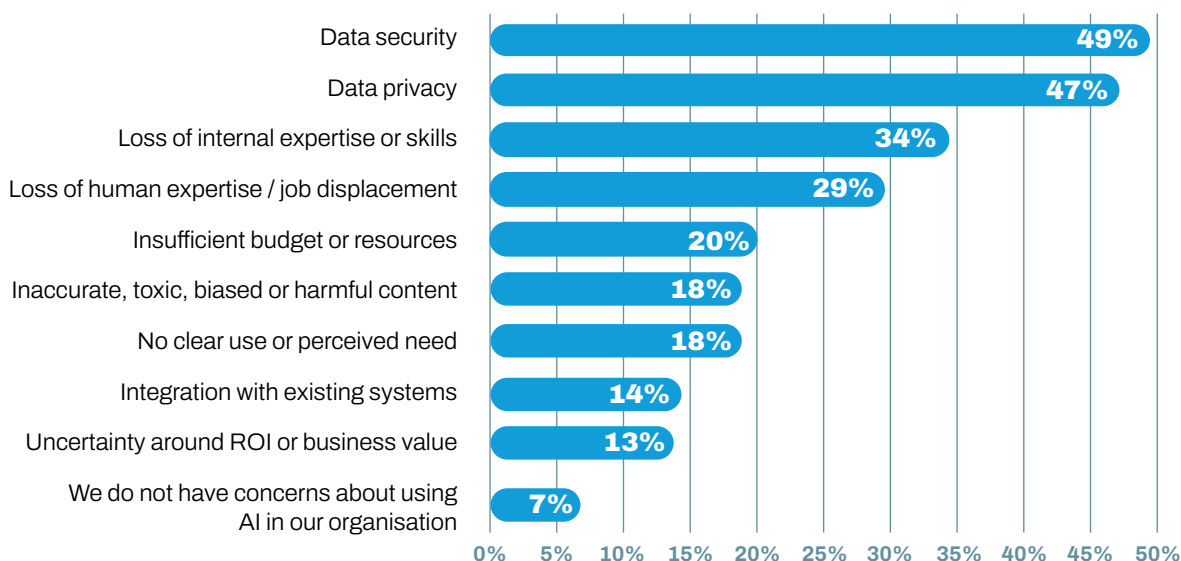


So even if nonprofits don't want to engage with AI, everyone around them has pushed into it, and it's not a choice at this stage to put your head in the sand. This can seem overwhelming when already dealing with everything from the increased demand for services to a burnt-out workforce and funding cuts, but the key is to start. Small moves are better than staying still – not doing anything is the highest risk of all.

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Andrea Goezinne, Senior Product Marketing Manager, Salesforce

Biggest concerns around AI





AI adoption is accelerating rapidly in the world around us – in our daily lives, in business and among donors and supporters. Nonprofits can no longer afford to delay; to stay competitive and relevant and meet rising expectations, there is a need to begin integrating AI tools now with practical steps for sustainable and effective implementation, or risk being left behind.

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I recommend establishing an internal learning system based on skills sharing and peer support among staff. Allocate budget for “learning credits” that employees can request to test AI applications and evaluate their usefulness for their work. Focus on developing good prompting skills across the organisation. Most importantly, regularly review internal processes – map them out and identify opportunities for optimisation through automation, AI, or existing features in cloud-based office tools. This systematic approach will ensure sustainable and effective AI adoption.



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Kateřina Švidrnichová, AI & Digital Consultant

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AI is developing fast. We already have agentic AI like Salesforce Agentforce that can autonomously manage tasks to free up teams for higher value work, and voice activated AI will come to the fore this year, enabling work on the go without the need to sit at a desk. These applications may be beyond most nonprofits’ current requirements but however you use AI, it’s only as good as the data behind it. Cleaning up your data and integrating a unified view takes time and can require significant budget but this is the year to do it – if you don’t get it in order now, by next year you’ll struggle to catch up.



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Andrea Goezinne, Senior Product Marketing Manager, Salesforce

KEY TAKEAWAYS

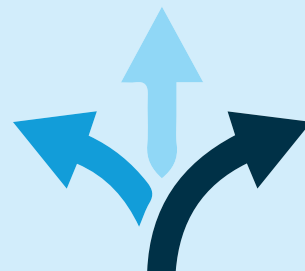
01 **Broaden your recruitment search**

Recruitment remains an ongoing issue so look beyond the sector to attract candidates with transferable skills. To compete with private sector salaries, focusing on providing flexibility, professional development and a positive work environment rather than salary alone.



02 **Diversify funding**

Diminishing donations and cuts from traditional funding sources are driving a greater focus on retaining current supporters and exploring new income streams, like legacy giving. Investing in new or untapped areas can build a more stable and resilient income base.



03 **Balance digital and traditional channels**

Digital provides efficiencies and greater reach with robust digital strategy essential, but traditional channels play a critical role in connecting with diverse audiences. A healthy mix of both ensures reach, reinforces relationships, and safeguards income by reducing reliance on a single approach.



04 **Start small with AI but with purpose**

AI offers exciting opportunities for efficiency, creativity, and impact. Don't let a lack of expertise stop you. Pilot simple, low-risk AI use cases, like drafting content or summarising reports. This builds confidence and allows testing of technology without significant risk.



05 **Focus on the human element**

Use AI to automate administrative burdens and free up staff, so they can focus on high-impact, human-centric work like relationship building and community engagement. Invest in AI literacy and ethical considerations to maintain stakeholder trust.



06 **Strengthen data and digital infrastructure**

Build a strong data and digital backbone to enable you to scale advanced AI tools and protect against cyberthreats. This means integrating systems, getting data in order, implementing clear policies, and training staff in data handling and cybersecurity to support future AI adoption.



LOOKING FORWARD

Across Europe, nonprofits are navigating an increasingly complex socio-political landscape and facing considerable operational challenges – from new regulations and fundraising restrictions to raising sufficient funding and managing heavy workloads that come with the pressures of having to do more with fewer resources. Yet within these challenges also lie opportunities for development and growth.

Technological advancement, particularly in AI, brings new ways to meet these demands. Faced with funding constraints and straining capacity, many nonprofits are beginning to see AI as a strategic ally – a tool that can streamline processes, free up valuable time, and empower fundraisers to focus on what truly matters: inspiring donors through creative and impactful campaigns and building authentic relationships with supporters.

This evolutionary journey is still in its early stages. To realise AI's full potential responsibly, the sector must continue to share experiences, learn from one another, and define best practices together – something we as a sector are particularly good at.

The way forward requires collaboration and collective learning. Now more than ever, nonprofits must come together – within organisations, across borders, and throughout the sector. By embracing innovation and strengthening collaboration, nonprofits of every size can not only overcome today's challenges but shape a more sustainable, resilient and connected future for themselves and the communities they serve.



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Across Europe, three trends will shape the coming year: growing demand for services, tougher competition for funds and rapid – though uneven – digital adoption. For Poland, an additional priority is diversifying income. Too many organisations still depend heavily on short-term grants. Long-term stability requires more individual donors, stronger regular giving and closer relationships with companies.



While our settings differ, from Warsaw to London and Berlin to Amsterdam, the challenge is shared: doing more with fewer resources while keeping our mission at the centre. If we respond with creativity and discipline, we will not only survive, but build stronger, more trusted organisations for the future.

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Agata Wiencis, Vice President,
Polskie Stowarzyszenie Fundraisingu



Thank you to our expert contributors:

Ceri Edwards

President, EFA & Executive Director of Engagement, Chartered Institute of Fundraising

Martin Georgi

Chair, Deutscher Fundraising Verband

Andrea Goezinne

Senior Product Marketing Manager, Salesforce

Laurence Lepetit

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Giedrė Šopaitė

Founder, Manager & NGO Consultant, Baltic Fundraising Hub

Kateřina Švidrnochová

AI & Digital Skills Consultant

Pia Tornikoski

Secretary General, VaLa Ry

Agata Wiencis

Vice President, Polskie Stowarzyszenie Fundraisingu

About the Chartered Institute of Fundraising

Together we are the future of fundraising. We champion our members' excellence in fundraising.

We support fundraisers through professional development and education. We connect fundraisers across all sectors and skill sets to share and learn with each other. So that together we can best serve our causes and communities both now and in the future.

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Thank you to our sponsor Salesforce for supporting this study.

About Salesforce

Salesforce powers the purpose of people dedicated to solving our world's biggest problems. We partner with a global community of nonprofits to support smarter fundraising, effective program delivery, and the management of volunteers and outcomes with Agentforce for Nonprofits.

Built on the trusted Agentforce 360 Platform, our purpose-built nonprofit software unifies your teams and data, streamlining operations to amplify your mission.

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About the European Fundraising Association (EFA)

EFA is a network of national fundraising associations and other bodies working to strengthen and develop fundraising across Europe. Together we represent the European fundraising community with one voice, once collective body, and one shared goal of facilitating better fundraising.

We certify national fundraising qualifications and support their development, and, through our public affairs work, represent the European fundraising community on legal and regulatory matters at an EU level. We also deliver best practice and publish news from across the continent online and in our newsletter Fundraising Europe.

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