In Part A, you will lay the foundations of your fundraising strategy. The following activities and briefings are designed to help you understand and define your ‘boundaries’ as an organisation, with a view to designing a fundraising strategy that is both realistic and implementable.
INTRODUCTION

WHAT IS A STRATEGY?

A strategy is a plan of action designed to achieve a long-term or overall aim. It’s an agreed direction, and means, of travel, and can be specific or general. For example, your whole organisation might have a strategy for creating impact or change, and your fundraising team might have a fundraising strategy to generate income. Some organisations also have sub-strategies and plans, such as a foundation strategy, or a major donor strategy.

WHY SHOULD I HAVE A STRATEGY?

Whilst it is possible to do fundraising (and any other type of work) without a strategy, there are serious drawbacks to operating without an articulated and agreed approach, such as:

- **CONFUSION**: it’s difficult to coordinate a group of people towards a goal, and effectively delegate activities, without a clear strategy or plan. People may be confused about the best way to spend their time, or focus their efforts.

- **UNAWARENESS**: if you are not setting and checking your progress against specific strategic goals, you may not be aware of problems that are keeping you from moving forward. You may also be unable to spot potential opportunities, if you do not spend time articulating your priorities.

- **DISTRACTIONS**: without a specific set of goals to focus on, it’s very easy to get pulled in too many directions, and move from idea to idea, and project to project, without making real progress.

- **EXPENSE**: time is money, and so spending a lot of it can be expensive – but so can spending money on ideas and projects that aren’t strategic, or don’t provide a good return on your investment.

- **OVERWHELM**: without a strategy to help you prioritise opportunities and activities, often there can be a feeling of the work ‘never being done’, or there always being too much to do at once.

- **UNREALISTIC EXPECTATIONS**: part of developing a strategy is deciding what you want to achieve, and balancing that with what is possible to achieve. Not engaging with that process can lead you, your leadership, or your Board to have unrealistic expectations.

- **REACTIVITY**: without a strategy to support targeted, proactive fundraising activities, you are likely to always be reacting to the most urgent things, with a feeling of ‘firefighting’. This does not support long-term thinking.

Below are some activities and tools you can use as a starting point to identify where a strategy would be most valuable, and the risks and opportunities available.
SWOT stands for Strengths, Weaknesses, Opportunities and Threats. A SWOT Analysis is a popular tool to use to assess your organisation’s current position before developing a new strategy. You can also use it for specific elements of your work, such as your donor communications.

**OBJECTIVE**
To articulate what is working well, and what needs improving through a simple but powerful SWOT framework.

**YOU WILL NEED**
- A room (or a virtual meeting) in which to discuss as a group
- A wall, whiteboard or digital whiteboard (e.g. Google Jamboard) to share and sort ideas

**HOW TO RUN THE EXERCISE**
This activity can be done alone, however we strongly recommend a group brainstorming session. For each section, explore the following questions:

<table>
<thead>
<tr>
<th>INTERNAL</th>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• What are you doing well?</td>
<td>• What could you do better?</td>
<td></td>
</tr>
<tr>
<td>• What great assets does your organisation already have?</td>
<td>• What is your organisation lacking?</td>
<td></td>
</tr>
<tr>
<td>• What do donors like about you?</td>
<td>• What do donors dislike, or find worrying about you?</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXTERNAL</th>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• What opportunities are already available to you?</td>
<td>• What risks can you foresee?</td>
<td></td>
</tr>
<tr>
<td>• What trends or changes in the sector could you take advantage of?</td>
<td>• What competition do you face?</td>
<td></td>
</tr>
<tr>
<td>• Which of your strengths can you build on to achieve your goals?</td>
<td>• What challenges do your weaknesses expose you to?</td>
<td></td>
</tr>
</tbody>
</table>

**THINGS TO WATCH OUT FOR**
- **LENGTH:** once you’ve generated ideas in each area, be sure to simplify the SWOT so you can make easy use of it for the rest of the process.
- **SPECIFICITY:** ensure each point is specific, not vague, to ensure the SWOT is a clear and accurate reflection of the status quo.
- **HONESTY:** it’s important to be honest about weaknesses, and realistic about opportunities.
- **OPTIMISM:** it’s also important to celebrate strengths, and not spend too long dwelling on weaknesses without planning how to address them.

**WHAT NEXT?**
The results of the SWOT Analysis should be used to inform the rest of your strategic planning. Your strengths are your tools, your opportunities are your goals, and your weaknesses and threats are things to make changes to address and avoid. The risks and opportunities you have identified are the external factors you must bear in mind when setting goals.
PESTLE ANALYSIS

PESTLE stands for Political, Economic, Sociological, Technological, Legal and Environmental. A PESTLE Analysis is a tool that can be used to further assess the external factors that may potentially impact your organisation’s success and sustainability. The tool can be applied to fundraising activities, as well as overall organisational work, and the results should be used to guide strategic planning.

OBJECTIVE
To articulate Political, Economic, Sociological, Technological, Legal and Environmental factors that (may) impact your organisation’s activities.

YOU WILL NEED
- A room (or a virtual meeting) in which to discuss as a group
- A wall, whiteboard or digital whiteboard (e.g. Google Jamboard) to share and sort ideas

HOW TO RUN THE EXERCISE
This activity can be done alone, however, we strongly recommend a group brainstorming session. For each section, explore the following questions:

POLITICAL
- To what degree can your government, or the government in the countries you’re fundraising, impact your work?
- How might a change in policy, leadership, stability, law or economic policy change your fundraising approach?

ECONOMIC
- What are the opportunities / risks from the health, growth and stability of the economy in your country?
- How might changes impact the value of your funding, or your donors’ ability to give?
- What economic forces are at play if you fundraise in other countries?

SOCIAL
- What are the shared beliefs and attitudes of the population in the countries you’re fundraising within?
- How do these impact the motivations of your donors, and how might that change?
- Note: These are often underpinned by key demographic data points on your donor base such as age, culture, health and career.

TECHNOLOGICAL
- What new technological changes could impact the way you work, the way your donors engage with you, or the way your donors expect you to deliver impact?
- What technology could become unavailable to you in a crisis?
- How secure is your technology?

LEGAL
- What laws impact your fundraising activities and your ability to accept donations?
- What are the differences between your laws and the laws in the countries where your donors are?
- What must all of your team understand to operate lawfully?

ENVIRONMENTAL
- How reliant on non-renewable resources is your model?
- How might scarcity of raw materials impact the wealth of your donors?
- What are the risks of engaging with donors working in industries that are considered unfriendly to the environment?

WHAT NEXT?
Once you have completed a PESTLE Analysis for your fundraising, make use of the results for the rest of your strategic planning.
INTRODUCTION

Research can often be a forgotten step in a non-profit’s strategy development, but to create a realistic and well-grounded fundraising strategy, you must have a thorough understanding of the funding landscape around you, as well as what other peer organisations are doing. Conducting detailed and well-structured research has several benefits:

- **SAVING TIME AND MONEY:** upfront investment in a landscape and benchmarking analysis can pay dividends in the future, as it helps you avoid challenges, and ensures your offerings are competitive.
- **IMPROVING AND INNOVATING:** looking at what others are doing can bring about new, creative ideas on how to improve the way your organisation operates, and turn them into an actionable plan.
- **GETTING INTERNAL ‘BUY-IN’:** sharing research findings at the Board and senior leadership level can help to ensure any strategic decisions are backed up by evidence.

The next two exercises will guide you through your research process, and include some sample research questions to help break down the task into smaller, more achievable steps.
Landscape analysis is a time-consuming task, which can at times be quite tedious. However, knowing what opportunities are available for non-profits operating in your sector (or with a similar organisational model) is invaluable context for key strategic decisions. For example, if you operate in the ‘democracy’ space, your landscape research is likely to reveal that businesses do not like to fund controversial or ‘risky’ causes that may give them political exposure. This valuable insight will save you a lot of time and energy when you decide who to fundraise from.

HOW TO RUN THIS EXERCISE
To make landscape research efficient and valuable, start by identifying the key questions that will guide your analysis, and then answer them using publicly available information. Below are some examples of research questions. This list is not exhaustive, and some of these may not apply to your sector. You should use them as inspiration and refine / expand on them with your team, depending on the context or your work.

SAMPLE LANDSCAPE RESEARCH QUESTIONS:

- What is the non-profit sector like in the area(s) where we are based or operate?
- What are the key trends in giving to it? Is giving going up, or down?
- How many non-profits are there in our country / region / areas where we operate?
- Where does most of the money going to non-profits in our country / region / areas come from?
- What is the philanthropic culture in the areas we operate in?
- What are the public attitudes towards our focus area(s) in the relevant countries?
- What are the cultural attitudes towards money, speaking about money and philanthropy like in the regions where we are fundraising?
- What are the other areas / projects that donors are giving to the most? Can there be partnerships with these organisations? What can be learnt from them?
- What are the wealth and / or giving levels of high-net worth individuals in the areas where we operate / are based?
- What are the most widespread fundraising practices in this field?
- What typical donor experiences and benefits exist and work well?

OBJECTIVE
To understand the landscape of funding going to the sector where your non-profit operates, and identify any opportunities that will inform your fundraising strategy.

YOU WILL NEED
- A computer with internet access
- A word processing document to summarise and file the information

EXAMPLE RESEARCH SOURCES:
- Google
- International databases about giving, such as Foundation Centre
- Reports about giving, such as the Coutts Million Dollar Report
- Your country’s charity and foundation database, such as the Charity Commission
- The annual reports of organisations working in your sector
BENCHMARKING
Another crucial element of your research is benchmarking comparable or aspirational organisations, as this helps you get a sense of where you stand in the wider sector.

OBJECTIVE
To research the income, operations and fundraising practices of comparable or aspirational organisations, which will inform your strategy.

YOU WILL NEED
• A computer with internet access
• A word processing document to summarise and file the information

HOW TO RUN THIS EXERCISE
We recommend selecting a few organisations (3-5) that you and your team would like to learn from. These can be chosen based on their:

• PROGRAMMATIC AREA: organisations that have a similar mission, work on similar focus areas or serve a similar population.
• GEOGRAPHY: organisations that are based or operate in the same city / country / region.
• ORGANISATIONAL TYPE: organisations that have a similar structure / size / operational model.
• TARGET AUDIENCE: organisations that fundraise from similar audiences as the ones you want to fundraise from.
• APPROACH: organisations that have an interesting / innovative / successful approach to fundraising.

Below are sample questions that could help guide your benchmarking. Again, you should use these as inspiration to draft your own tailored questions.

SAMPLE BENCHMARKING QUESTIONS:

How do they promote specific areas of their work to their donor audiences? What are their fundraising ratios (money spent on fundraising vs income from fundraising)? What approaches do they take to communicating with and managing relationships with donors?

What events do they host/attend/speak at? How fast have they grown / are they growing, and why?

WHAT NEXT?
Once you have collected all the relevant information to answer your landscape and benchmarking research questions, summarise and share your key learnings with your team, and consider what you have learnt when answering key strategic questions and deciding on the best plan for your fundraising.
Setting realistic targets as a team is important. Realistic targets will determine the strategic direction of the organisation and provide a tangible framework for the team to plan fundraising. A method that is widely used across industries to set clear and realistic targets is the SMART goals framework:

**S**pecific: avoid generic statements such as ‘we want to do better than last year’, and instead focus on specifics, for example:
- ‘Raise $20,000 to support 50 orphan children’
- ‘Raise 15% more donations than last year’
- ‘Gain 10 new individual donors’

**M**easurable: measuring progress can help you assess whether your fundraising targets are able to be met. It will contribute to motivating both your staff and donors. To set measurable fundraising goals, you need to determine:
- What needs to be measured
- How will it be measured
- Who will measure it

In Section II, you will learn about Key Performance Indicators and how you can determine them.
ATTAINABLE: your goals should be ambitious enough to challenge and motivate the team, but also realistic and attainable, to avoid stress and burn out. To understand what is achievable and feasible for your organisation, you need to take into consideration these key elements:

- Your team’s needs, experience and ambitions
- Your organisation’s previous fundraising success
- Your average number of donors
- Your average donation size
- The time you and the team can realistically dedicate to fundraising activities
- Any additional resources you are able to deploy (e.g. employees, volunteers, in-kind support, etc.)

RELEVANT: the fundraising targets you set must tie into your overall mission and vision. To do so, you should be able to answer these questions:

- What impact will they have on your organisation and your service users?
- How do they fit within your organisation’s overall impact strategy?
- What will your return on investment (ROI) be?

TIME-BASED: to ensure you are actually working towards them, the targets you set should have a defined start and end date. Many organisations work to an annual cycle, but the time bounds are completely up to you. You can also set milestones along the way by breaking down a larger fundraising target into smaller, more achievable ones that motivate the team.

The following exercises and resources will help you set SMART targets for your fundraising strategy.
DEFINING AMBITIONS & PRIORITIES
Before you determine your organisation’s desired budget for the next financial year, you need to have a clear understanding of what exactly you would like to achieve during that period of time.

OBJECTIVE
To articulate and prioritise your organisation’s ambitions for the next 12 months.

YOU WILL NEED
- A room (or a virtual meeting) in which to discuss as a group
- Post-Its and markers
- A wall, whiteboard or digital whiteboard (e.g. Google Jamboard) to share and sort ideas

HOW TO RUN THIS EXERCISE

STEP 1
Ask your team the following question: **What does success look like for our organisation one year from now?** Then give everyone 5-10 minutes to write down as many ambitions as they can, one per Post-It and categorise their own ideas on a spectrum from essential to non-essential.

STEP 2
On a board, draw a line to divide the space in two areas, where you are going to stick the Post-Its. Then, ask each team member to pick their top 3 ambitions and share them with the rest of the team, specifying where on the board they should be placed: above the line (‘must have’), on the line (‘should have’), or below the line (‘nice to have’).

If other team members have similar ideas, you can create thematic clusters of Post-Its. Once everyone has shared their top 3 ideas, continue the round until all Post-Its have been shared and discussed collectively.

BEAR MINIMUM YOU MUST ACHIEVE NEXT YEAR IN ORDER TO BE SUCCESSFUL

IDEAL ACHIEVEMENTS YOU WOULD LIKE TO MAKE

DREAM ACHIEVEMENTS WHICH CAN WAIT A BIT LONGER, IF NEED BE

STEP 3
Finally, facilitate a prioritisation discussion to determine whether each idea or statement on the board should stay where it is, or be moved up / down. Ensure your ‘Above the Line’ ideas are realistic, and achievable, and that you don’t have too many to get done!
**COSTING OUT YOUR AMBITIONS**

Once you have defined and prioritised your ambitions, it’s time to turn those ideas into numbers! In this exercise, you will cost out your goals, which will then feed into your budget. The total amount that results will be your ‘prioritised’ fundraising target for the year.

**NOTE:** this activity does not strictly focus on budget creation, but rather on ‘conceptualising’ your costs and defining financial priorities.

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**OBJECTIVE**

To cost out priority needs, which will ultimately determine your organisation’s financial targets for the year.

**YOU WILL NEED**

- The results of your Ambitions and Priorities definition exercise
- A computer with a programme that allows you to make data tables, such as Excel

**HOW TO RUN THIS EXERCISE**

On a spreadsheet, create a table like the one below. For each of the ambitions you identified in the previous exercise, enter your ‘guesstimate’ of how much it would cost you to achieve it. Then add up each row into a total, which will give you the budget for the year: essential (must have), ideal (must have + should have), and dream (must have + should have + nice to have).

<table>
<thead>
<tr>
<th>MUST HAVE</th>
<th>SHOULD HAVE</th>
<th>NICE TO HAVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>Cost</td>
<td>Goal</td>
</tr>
<tr>
<td>Goal 1</td>
<td>$</td>
<td>Goal 1</td>
</tr>
<tr>
<td>Goal 2</td>
<td>$</td>
<td>Goal 2</td>
</tr>
<tr>
<td>Goal 3</td>
<td>$</td>
<td>Goal 3</td>
</tr>
<tr>
<td>Total</td>
<td>$A</td>
<td>Total</td>
</tr>
<tr>
<td>Essential budget</td>
<td>=$A</td>
<td>Ideal Budget</td>
</tr>
</tbody>
</table>

**NEED HELP?**

If you need help creating your budget, check out the ‘Financials’ resources in the Warm Up.
To make your budget more digestible, we recommend using a gift table. A gift table is a recommended framework to break down the gift sizes and timelines needed to achieve overall budget targets, which applies for existing and new donors you identify. Below is an example of a gift table you can replicate and adapt based on your organisation’s size and income:

### Gift Table Explaned
- **Timeline**: It is divided into 4 quarters for the financial year
- **Gift Size**: the target size of the donations
- **Number**: the target number of donations per quarter
- **Fundraising Target**: the amount of money you should aim to fundraise each quarter

**Note**: for new donors, you need to account for a cultivation period before you can make an ‘ask’. Hence why in the first quarter you should expect to receive smaller and fewer gifts, and focus on ‘cultivation’, which will then ultimately result in commitments. You will learn how to build and implement your cultivation plan throughout the Guide.

<table>
<thead>
<tr>
<th>Gift Size</th>
<th>Number</th>
<th>Total</th>
<th>Number</th>
<th>Total</th>
<th>Number</th>
<th>Total</th>
<th>Number</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5,000</td>
<td>2</td>
<td>$10,000</td>
<td>3</td>
<td>$15,000</td>
<td>4</td>
<td>$20,000</td>
<td>4</td>
<td>$20,000</td>
</tr>
<tr>
<td>$10,000</td>
<td>1</td>
<td>$10,000</td>
<td>2</td>
<td>$20,000</td>
<td>2</td>
<td>$20,000</td>
<td>2</td>
<td>$20,000</td>
</tr>
<tr>
<td>$15,000</td>
<td>$1</td>
<td>$15,000</td>
<td>$1</td>
<td>$15,000</td>
<td>1</td>
<td>$15,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$20,000</td>
<td>$1</td>
<td>$20,000</td>
<td>$1</td>
<td>$20,000</td>
<td>$1</td>
<td>$20,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fundraising Target</strong></td>
<td><strong>3</strong></td>
<td><strong>$20,000</strong></td>
<td><strong>6</strong></td>
<td><strong>$35,000</strong></td>
<td><strong>7</strong></td>
<td><strong>$55,000</strong></td>
<td><strong>8</strong></td>
<td><strong>$75,000</strong></td>
</tr>
</tbody>
</table>
RISK-ADJUSTED FORECASTING

In fundraising, it is critical to account for risk in forecasting income against targets. An easy way to do this is by incorporating risk into the planned income pipeline calculations. Risk-adjusted planned income means you multiply the total ‘gift size’ amount for each donor by the probability of the ‘ask’ being successful. For example, if you ask for a $50,000 gift but you estimate that your chance of success is 50%, your risk-adjusted figure would be $25,000.

While it can be hard to estimate the probability of success, especially when you are not familiar with new donors, you can incorporate 4 different probabilities as follows:

<table>
<thead>
<tr>
<th>PROBABILITY OF SUCCESS</th>
<th>EXPLANATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>25%</td>
<td>It is unlikely we will receive this grant.</td>
</tr>
<tr>
<td>50%</td>
<td>The donor could either accept or reject the ask, but we can’t tell yet.</td>
</tr>
<tr>
<td>75%</td>
<td>There is a good likelihood of success.</td>
</tr>
<tr>
<td>95%</td>
<td>We are almost certain we will receive this unless something unexpected happens.</td>
</tr>
</tbody>
</table>

Below is an example of a risk-adjusted forecasting table.

<table>
<thead>
<tr>
<th>DONOR NAME</th>
<th>GIFT SIZE</th>
<th>PROBABILITY</th>
<th>RISK-ADJUSTED GIFT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donor 1</td>
<td>$10,000</td>
<td>50%</td>
<td>$5,000</td>
</tr>
<tr>
<td>Donor 2</td>
<td>$10,000</td>
<td>75%</td>
<td>$7,500</td>
</tr>
<tr>
<td>Donor 3</td>
<td>$15,000</td>
<td>25%</td>
<td>$3,750</td>
</tr>
<tr>
<td>Donor 4</td>
<td>$20,000</td>
<td>95%</td>
<td>$19,000</td>
</tr>
<tr>
<td>Total</td>
<td>$55,000</td>
<td>Risk-Adjusted Total</td>
<td>$35,250</td>
</tr>
</tbody>
</table>

WHAT NEXT?
Once you have worked out how much your organisation needs to raise to sustain its activities in the next 12 months, it is time to assess the feasibility of your plan. What follows is a guided thinking process to help you navigate your next challenge: to scale, or not to scale?
FEASIBILITY ASSESSMENT

WHAT IS YOUR ENDGAME?
The following thinking process will help you assess the (financial) feasibility of the goals you identified and costed out so far. If you are a small non-profit operating at a modest scale, you might be thinking that in order to tackle a huge social or environmental problem, you should scale your operations and grow your income. This might be true for you, but it is not always the case.

As a non-profit, your success is not only determined by the impact of your work, but also by how change is promoted in the sector where you operate. So other than your mission, vision, and impact (if you haven’t identified those yet, please see our ‘Mission & Impact’ resources in the Warm Up), another key element of your strategy that needs defining is your ‘endgame’.

Your endgame is the specific role your organisation wishes to play in confronting an overall challenge (e.g. ending homelessness). In this context, ‘scale’ takes on a new meaning: it doesn’t only refer to your organisation’s growth, but rather to the overall sector’s growth. With this definition in mind, scaling does not necessarily mean having larger budgets for wider operations, but can also mean collaborating with other providers and transferring services to them to achieve success as a collective.

SPOTLIGHT: MOTHERS2MOTHERS’ ENDGAME

mothers2mothers (m2m) is a great example of a non-profit that successfully defined its endgame, and shifted the focus of its strategy from the scale of its organisation to sectoral impact.

m2m started with a mission to prevent mother-to-child transmission of HIV through its Mentor Mother Model, which sees m2m employ and train women living with HIV to deliver health services and education to other women.

After growing its programme from one site in Cape Town, South Africa, to hundreds of locations across nine African countries, m2m realised that to truly end mother-to-child transmission of HIV, it needed to scale its impact beyond what its funding and existing direct service delivery model would support.

As a result, m2m redefined its overall strategy to include services designed to help governments, local NGOs and other partners use the Mentor Mother Model. To date, both Kenya and South Africa have adopted the Mentor Mother Model as policy, and in both countries, m2m led a five-year project to build capacity for others to implement the model, and gradually transfer operations. m2m is currently on a similar trajectory in Angola, Mozambique, and Tanzania.

By defining its endgame, m2m realised it was more efficient to shift from being solely a service provider, to supporting governments to implement its work. That has had the added benefit of opening up capacity for m2m to innovate and evolve its model to serve all stages of life, including early childhood development and adolescent health.
TO SCALE, OR NOT TO SCALE? DETERMINING YOUR ENDDGAME

To work out your endgame, think about the characteristics of the social problem you are trying to solve, and the operational model you use. There are six potential approaches your organisation could adopt in the future; once you have identified yours, you should be able to define your role as an organisation, and assess the need for scaling and growing your programmatic work.

The following table by Stanford Innovation Review, is meant to guide you through your feasibility assessment thinking process:

<table>
<thead>
<tr>
<th>ENDDGAME</th>
<th>CHARACTERISTICS</th>
<th>CORE APPROACH</th>
<th>FUTURE ROLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPEN SOURCE</td>
<td>A breakthrough idea that is easy for other organisations to adopt and integrate</td>
<td>Conducting research and development, and sharing knowledge</td>
<td>Serving as a knowledge hub for research related to a breakthrough idea</td>
</tr>
<tr>
<td>REPLICATION</td>
<td>A breakthrough product or model that is easy for other organisations to adopt and deliver</td>
<td>Defining a replicable operating and impact model, demonstrating its efficacy and sharing it with other organisations</td>
<td>Providing certification of franchise programmes and training services, and serving as a centre of excellence</td>
</tr>
<tr>
<td>GOVERNMENT ADOPTION</td>
<td>A model with high coverage potential, along with a capacity for integration into public sector programmes</td>
<td>Delivering results at a sufficient scale and level of efficiency to make a case for public sector involvement</td>
<td>Offering services to government agencies, and maintaining research and advocacy efforts</td>
</tr>
<tr>
<td>COMMERCIAL ADOPTION</td>
<td>A product or service with profit potential that solves a market failure or reduces market risk</td>
<td>Demonstrating the impact and the profitability of a product or service, and reducing associated risks</td>
<td>Maintaining advocacy and monitoring efforts, targeting hard-to-reach market segments, and working to ensure commercial delivery</td>
</tr>
<tr>
<td>MISSION ACHIEVEMENT</td>
<td>Defined and achievable outcomes related to solving a discrete problem</td>
<td>Maintaining a focus on targeted intervention</td>
<td>Applying (where relevant) unique assets and capabilities to additional issue areas</td>
</tr>
<tr>
<td>SUSTAINED SERVICE</td>
<td>A strong organisation, with a proven ability to sustain funding, that fills a market or public service gap</td>
<td>Creating a cost-effective model, building a strong organisation, and making efficiency improvements</td>
<td>Continued provision of a core service at an ever-increasing level of efficiency</td>
</tr>
</tbody>
</table>
In Part B of this section you will be designing your Donor Journey. You will learn about target audiences and what motivates them to give; design your cultivation plan that is achievable and engaging; and prepare your solicitation pitch.
Download Sections

Please visit our website to download all the sections of this Guide

WELCOME & WARM UP

SECTION 1
PART A: Preparing For The Process
PART B: Designing The Donor Journey

SECTION 2
PART A: Preparing For Implementation
PART B: Implementing The Donor Journey

COOL DOWN & GLOSSARY