

Making the connection, bring donors into your own community

Project 11d. Community

Tracy Griffin, April 2017

Introduction – what is community fundraising?

Community fundraising is sometimes referred to as regional, local or volunteer fundraising, and encompasses a broad spectrum of fundraising work that takes place either on or offline in the community. It is sometimes referred to as: ‘mobilising people in the community either individually or through groups to raise money for particular charities.’¹ The core of community fundraising is generally volunteer led fundraising, whereby individuals and groups organise or participate in activities and engage their local communities to raise charitable funds to fulfil a need.

Community fundraising provides an opportunity for engaging people beyond direct marketing and allows people to be and to feel very much a part of the charity. Face to face communication with individuals and groups provides a personal experience of the charity and in the same way, community volunteers and fundraisers are often heart - felt ambassadors for the cause with tremendous scope for influencing across the community at all levels. This vast influencing potential is at time overlooked if a focus is driven only to bottom line cash ROI.

Supporters are often empowered to do more for the charity as their personal understanding of it and connection to it grows. Often it is the place where the beneficiary and the donor overlap, providing closure for relatives who may perhaps be fundraising for a cause a loved one has suffered from.

People are driven to support each other and this is none more visible than in community fundraising: responding to need and emotionally connecting to each other.

It is the very essence of charity, existing not as an entity in itself but as a conduit to connecting the person who wants to help to the person in need.

It makes sense then for the donor and beneficiary to be at the heart of any approach, at the centre of any charity.

¹ Lianne Howard-Dace, (2014) *Community Fundraising: Problem child or rising star?* Dissertation, as reported here: <http://www.institute-of-fundraising.org.uk/blog/community-fundraising-problem-child-or-rising-star/>

Community fundraising offers people an opportunity to:

- Engage in and connect to people in their local communities
- Give back and to emotionally connect with those around them who need support.
- Find and share time with people who share their values
- Be seen to be doing good (it's far less private than giving)
- Make a lifestyle change
- Regain confidence for whatever reason
- To use skills they are unable to use in a work or home setting and to learn new ones
- By reflecting these needs, we can design a supporter experience that is amazing for the community fundraising 'donor' or 'volunteer'.

Summary Guidance

Donor engagement

Enabling community fundraising to thrive, requires an open minded attitude and culture which flexes to a multitude of needs, as listed above. It also requires robustness. There will be times when the desires and intentions of a volunteer / fundraiser are at odds with those of your charity. The role of a community fundraiser is to maximise support for the cause and as such it is important to manage volunteer intentions and at times to decline the offer of support or better to direct elsewhere where the support is more fitting.

The following approaches will, we believe, enable a culture in which community fundraising will thrive. The words in italics are from quotes given by donors. Advice and examples of how to implement these approaches follow in the body of the report.

- 1. Listen to donor motivation for supporting your charity and use this to inform your interaction with them.**

"I've loved being a part of this charity. They're clever and seem to know exactly what I'm interested in and offer me new opportunities without asking. This is what has made me stick around"

- 2. Connect donors to the people or cause they are here to support in the way that works for them. Inspire them. Make sure you have a very clear and succinct narrative about why your cause matters, and what difference people's support can make. If possible organise open days so that donors can see first-hand the impact of their donations.**

"I belong to a number of charities but the one I like best is x. They tell me stories; tell me how I'm helping. Help me understand the problems they face. I feel I am really helping something worthwhile. I even get links to films on YouTube. With some of them I don't really hear much about the people; it's mostly a bit dry. I love x"

3. Nurture the relationship as you would a 'new friend.' Amplify insight and use this understanding to flex the communications.

"I like that the charity I support brings me more into the inner sanctum now that I have been with them for a while. It makes me feel part of a team. I don't feel an outsider. I feel they respect me for being a donor for so long"

"The fundraiser introduces me to new people and new opportunities. I love she does that and she knows what I'm like"

4. Value the contribution in the way that works for the donor.

"One charity sent me a hand written thank you. That's so rare nowadays"

"I don't need thanking but I do like to know the impact of my contribution and x does this well without patronising me"

5. Make it easy to support you by offering easy and flexible ways to support.

"Some charities are really hard to support. I like x because there are lots of easy ways to support, some of which you can download. They even provide templates of posters for you to use and lots of fun ideas you can make your own. There's a helpline you can call for any other information you need and you can always get through. I can also volunteer to help others. It's so easy."

6. Remove organisational issues from the relationship

"I stopped supporting one charity because I felt stressed that they wanted me to raise more money all the time. I liked the fundraiser but I felt I had to do more and more and it took the fun out of it for me"

"The fundraiser moaned a lot about HQ. That wasn't great"

7. Be responsive and do what you say you will do.

8. Be transparent about how the donor's money is being spent and/or the rationale for decision making.

"While I don't always agree with what they do, I respect that they take time to explain their point of view and I trust them"

(The quotes come from interviews with community volunteers across a number of organisations: Marie Curie, NSPCC, Save the Children UK, Shelter, BHF and other community staff in a variety of charities.)

How the charity can create the right conditions to make community fundraising work and deliver a strong donor experience

1. Trustees should take responsibility for setting the charities' culture by putting donors at the heart of the organisations thinking and engaging in the donor programme.

Trustees have a duty to support and understand all methods of fundraising. It is the responsibility of the Director of Fundraising to properly articulate fundraising methodology and for trustees to take time to understand and support this area of governance. (as listed in CC20 of the Charity Commission's Guidance for good governance) Long term investment and ambassadorial support are critical to enable community fundraising to thrive and to meet the donor charter (see next point). Too often community fundraisers are subject to volatile income investment and excessive focus on the bottom line without sufficient understanding of the breadth of benefits community fundraising brings to an organisation (see above).

2. A donor charter or statement of principles should be built into the organisations DNA

A donor charter or statement of principles is fundamental in orientating an organisation around good supporter governance. Respectful engagement, donor first principles, transparency over how money is spent, adherence to communication preferences, quality standards in complaint handling. All of these ensure not only that the charity embeds good practices in terms of supporter stewardship but also ensure the charity shares a common understanding and respect for those fundamental to ensuring the charities existence: supporters. There are some excellent examples of good supporter charters: Save the Children UK, RNLI, Cancer Research, NSPCC, and Shelter. All of which are available on their websites.

3. A strong database management infrastructure is critical in delivering growth in community fundraising.

A specific example of this is when the Institute of Fundraising changed the Fundraising Code of Practice in August 2015. It stated that no donor who was registered with the telephone Preference Service (TPS) should be telephoned without the explicit consent of the donor. This was clarified by the ICO: a donor has to give their explicit consent, either in writing or in a recorded phone call, for a charity to ring them. This consent would 'over - ride' the TPS: implicit consent - e g a phone call between donor and charity in which the donor doesn't object to a phone call - is not sufficient to 'over-ride' the TPS. The process for recording and maintaining consent to contact a donor is critical for the relationship between charity and supporters through community fundraising.

4. Technology is emerging as a key opportunity in inspiring and engaging donors in a positive way that supports donor engagement at a distance. Organisational IT infrastructure and readiness is critical in stimulating agile, responsive and relevant communications.

Charities are starting to use virtual community spaces as a mechanism for recruiting physical fundraising groups. One small medical charity developed a fundraising strategy setting up community fundraising and support groups in response to feedback from its members at its annual AGM. The key method of communication was the charity's Facebook page, which promoted the inaugural meeting of the first group, attended by the charity's CEO and two of its nurses.

This meeting identified several key volunteer roles, as a result of which support literature was developed (e.g. presentation for talks and events, specific fundraising materials) and critically processes were agreed (e.g. how the charity would promote local events). This generated interest via the Facebook page, and two more inaugural meetings were set up within a week. Twelve months later, the charity had over ten groups and a growing income stream. What has been key to the success is the use of Facebook through which the groups communicate, promote events and generate support.

World Animal Protection UK developed their Animal Protector campaign, based on in - depth insight which showed many community supporters wanted to be on the 'front line' of rescuing animals. Community supporters receive video footage of animals being rescued directly to a personalised website profile. In the same way, RNLI, provide real - time footage of lifeboats being launched, supported by funding from community fundraising groups.

Oxfam has just provided a beneficiary credit card whereby community fundraising groups are able to pay directly to a beneficiaries' credit card overseas and in real time can see the money being used.

The virtual technology landscape is enabling charities to connect the community supporter directly to the beneficiary and to the cause in ways not previously possible.

5. Organisations should measure the donor experience through supporter feedback mechanisms (e.g. supporter satisfaction survey) collected as part of the performance metrics of the programme.

Most charities undertake supporter surveys in one way or another to ensure supporter feedback about the charity itself and the donor/volunteers relationship to it. Understanding the motivations of a volunteer, funder or fundraising group is critical in ensuring connection, support and charity reputation is maintained, as well as being a good way to better get to know the supporter and to deepen the relationship and interaction on both sides. With the regulatory environment tightening it also provides a route to re connect with the donor and ensure contact preferences are updated.

6. Donor principles and value should be a core part of staff recruitment, training and induction across the organisation.

Donors and volunteers are the lifeblood of all charities. Staff training and inductions must include embedding of donor principles and value across the charity and not just within the fundraising department. The Director of Fundraising should work hard to influence the HR department & CEO to embed donor principles and value at the heart of the organisation by including as part of inductions and appraisal systems. It is hard for a fundraising department to thrive if donor principles and value are not held within the DNA of the organisation.

7. Community fundraising staff must be embedded in the charity work and culture. All too often community fundraisers report that they feel remote from 'Head office' and can become detached from the work and other employees of the charity.

Digital technology makes the connection between community fundraisers with each other and with 'Head office' far easier than previously. Developing systems to ensure community fundraisers are part of 'head office' presentations, external speaker talks, moments of celebration etc is important to ensuring the connection to the charity is maintained. Equally, community fundraisers are at the front line of the charity and ensuring volunteers and beneficiaries are able to share their experiences with those in 'head offices' will help embed community fundraisers into the organisation and strengthen understanding and connection on both sides. Skype, Snapchat, Office 365, Facebook live, iPhone videos etc - are all easy methods through which to ensure the connection stays strong.

8. Brand marketing and influence to improve the donor experience

Brand marketing should reflect the needs and aspirations of the donor and be consistent in tone of voice.

The approach

The CAF UK Giving report (published May 2016) states that the overall amount given to charity in the last 12 months is £10.1bn that two in three people (67% of the population) have given to charity in the last year and 42% have given in the last month.

Of the people who have donated in the last year, 62% have donated money, 42% have donated goods, 32% have sponsored someone, 21% have signed a petition and 13% have volunteered for a charity. 1 in 8 people have volunteered in the last year, rising to 1 in 4 for students.

The reports states that 10 of the UL's biggest charity fundraisers raised over £250m p.a. and that in 2015, £185m was generated for charities by back sales. There are 'peaks' of fundraising e.g. Comic Relief, the Poppy Appeal, Movember and #GivingTuesday which help to drive donations.

CAF's 2013 report 'Britain's Civic Core' observed that those involved in their community were more likely to take part in a number of social actions.

The Halifax Giving Monitor 2015 found that despite the increased number of ways to give to charity, including on-line, text and ATM giving, two thirds of charity donors used cash to donate.

These market trends all indicate strong growth for community fundraising, which can also be referred to as regional, local or volunteer fundraising, and encompasses a broad spectrum of fundraising work. It can vary by charity what is included in this area.

Definition can be complicated because of the range of ways in which organisations account for community fundraising income, and the blurring that exists between community fundraising and other disciplines such as corporate and events fundraising. For example, some charities have a combined Community & Events team: others have a Community and Local corporate team, with larger national corporates managed by a Corporate Fundraising team.

In her report: 'Problem Child or Rising Star', Lianne Howard Dace summarises that community fundraising is: 'Mobilising individuals and groups to raise money on behalf of charitable organisations' and she describes it as: the area of voluntary income generation which can be found at the intersection of volunteering and donating.

The core of community fundraising is generally volunteer led fundraising, whereby individuals and groups organise or participate in activities and engage their local communities to raise charitable funds to fulfil a need.

Community fundraising is experiencing steady growth with more charities investing in and redefining their activity in this area. At least 8% of charity income comes from community/local fundraising, although many charities raise much more than this locally with some basing much of their fundraising on local volunteer orientated fundraising teams.

Fundraising groups are experiencing a renaissance across the sector. Alongside the traditional chair and committee structure, there are virtual groups, using social media (for example Maggie's Cancer Care has a local Facebook page for each of its caring centres), volunteer led groups (for example RNLI targeted volunteer "clusters" to develop fundraising groups) and product groups, such as the relay groups for Cancer Research UK's Relay for Life and Oxfam's Oxjam groups.

A changing concept of community is creating new opportunities; in particular, the use of social media and online sponsorship platforms is changing and driving the reach and engagement of community fundraising and events. Just Giving and other platforms have transformed how

community and events fundraising income is generated, with the majority of DIY fundraising now raising money through one of these platforms.

The shift towards volunteer led fundraising is continuing, with many charities reducing the number of staff led regional events, preferring instead to recruit and support volunteers to manage their regional events. Alongside this, overall volunteering levels continue to be high, with up to 42% of the population engaging in some formal volunteering broadly defined. Volunteering opportunities still need to be flexible and time-limited. Some charities have seen an increase in committee and branch led fundraising; again with many taking a more structured and focused approach. There has also been growth in employer facilitated volunteering schemes, with many companies advocating a set number of work hours towards volunteering.

Fundraising events continue to be a popular way for people to engage with and support charities locally, and DIY fundraising has added to this. There has been significant growth in the products offered by charities to act as a “hook” for the DIY fundraising – examples of this include the NSPCC 60 Minute Challenge and the MNDA bakeit. In addition, some charities are developing mass participation fundraising events, following the success of the Macmillan Coffee morning, and others such as Dryathlon and Movember.

Key strengths of community fundraising are its ability to generate long term sustainable and often unrestricted income for charities through relationship fundraising and to withstand periods of financial instability (e.g. 2008) due to its transactional nature where something is offered in return for the donation – a chance to join a group, take part in an event, go to a concert etc.

A further strength is the positive impact on other income streams for example legacies owing to its local staff and volunteer presence. One large charity has merged its legacy team with the community fundraising team for this purpose. Community fundraising can also play an important part in raising the awareness of a cause and profile of the charity. NFP Synergy in its June 2015 report ‘Ring a bell? Analysing available evidence on the sources and benefits of awareness for charities’ highlighted the importance of community fundraising in securing media coverage, mobilising people, campaigning and lobbying.

Value of the Community Fundraising Sector

THINK's Community Forum 2015 benchmarking survey of nineteen Community Forum members estimated the total size of the UK community fundraising market to be £4.4 billion, which represents 42% of the total amount of money donated to charity by UK adults in 2014.

This figure of £4.4bn is calculated as follows:

There are 1,990 UK charities raising more than £5 million p.a. Their total voluntary income is £44.7 billion.

The total voluntary income of the 19 Forum member charities represents 3.2% of the value of the total voluntary income (£44.7bn),

For the 19 Forum member charities, the community fundraising income represents 9.8% of their total voluntary income

Apply the same percentage mix to the total voluntary income results in an estimated total, community fundraising market of £4.4 billion. Though given that the 19 are likely to have above average size community fundraising teams, this may overstate the size of the market.

This is corroborated by some charities who split out community fundraising on their annual accounts (although as noted that the definition of community fundraising can vary by charity). NSPCC's total voluntary income in 2015 was £109.8M, of which community fundraising was £8.7M and fundraising events £6.7M. Cancer Research UK's 2015/16 accounts stated that £9.72M was raised by fundraising groups and £49.2M in total from Partnerships & Volunteer fundraising (total income from donations excluding legacies £256M).

If this percentage mix is applied to the total voluntary income of the 1,990 charities of £44.7 billion, then the total value of the community fundraising market can again be estimated as £4.4 billion. Though, as above, it is likely that NSPCC and Cancer Research UK have an above average proportion of funding from community initiatives.

The sample of charities in the Fundratios 2014 report raise 11% of their funds through local/community fundraising initiatives (this is however a small sample, and in recent years the amount shown in Fundratios report is around 8% which is the best estimate for the average across the sector). Its value as a percentage of fundraised income varies significantly amongst charities. In recent years, the picture in Fundratios reports has been of a steady increase in the funds raised from community fundraising, although this may be at the expense of a falling ROI which over the last three years of Fundratios reports stands at an average of around 1.80:1.

Putting the principles and actions into practice

The principles and actions set out here are organised into the 2 areas of interest - Donor engagement and Organisational readiness.

Donor Engagement

On boarding and welcoming a community donor is an important stage in the relationship and many potential relationships break down at this earliest stage. Many charities such as Shelter are using ex-service users to do this either by telephone, welcome messaging on short films or by welcome cards. This not only provides an engaging beginning to the relationship but also connects community donors to the cause. A quick, timely and relevant welcome sets the tone for the relationship going forward.

Once welcomed, getting to understand donor motivation can be done in a variety of ways:

Any organisation lucky enough to have a content management system (CMS) will be able to automate communication and assess interest through click through, distilling content according to interest and tailoring rich content according to donor interest.

Donor surveys as part of regular communication are important to better understand motivation. Many charities undertake donor surveys on a regular basis. Some charities, NSPCC, Shelter and Action for Children have asked corporate partners to support in thanking donors through calling. Both Wateraid and Send a Cow UK have held 'a day of thanking' where staff are asked to call a number of donors each to thank them for their support of the charity. This is a great way to engage the wider organisation in understanding the importance of community support.

Of course, personal face to face interaction and tracking donor activity is by far the most effective method of relationship building.

Maintaining the relationship through effective communication is key:

Ensure donor preferences are understood and acted on: type, channel, frequency

Remember the organisation is the conduit. Connect the donor with the cause, the beneficiary. Storytelling, impact can now be done in a large variety of ways through email, film, GIF, telephone, text and written card or letter. Child sponsorship has worked for a reason. It is direct, emotional, personal and tangible. Heart and mind.

Across the sector, the key activities within community fundraising are:

- do it yourself / in aid of
- group / committee
- collections
- mass participation e.g. the Macmillan Coffee Morning, Dryathlon
- regional corporate / employee led fundraising
- third party challenge and sporting events

From the 2015 benchmarking survey, the average community fundraising department could expect to have 3,401 volunteers, including an average of 70 speakers. Other key volunteer roles will be filled but in lower volumes, such as ambassadors, in memoriam and collectors.

The survey also demonstrated that community fundraising was no longer confined to local communities and that there were four key areas of opportunity, all of which could be physical or remote:

- **Geography:** the long-standing way of targeting, mobilising and developing communities of support.
- **Concern:** the core of most movements, identifying a group of people who share an interest, motivation, desire or concern.
- **Interest:** the Internet means that no matter what your hobby or interest you can connect and share with other people. These communities are potentially well placed to build on-going charitable support.
- **Culture:** recognising the multi-cultural make up of our society this gives charities the chance to connect and respond to different cultures in our societies and their needs and interests.

These opportunities for charities have been facilitated by the growth in the use of on line giving platforms such as Just Giving and Virgin Smart Money, which have transformed community event fundraising (17% of people gave to charity in the last year by sponsoring someone, according the CAF UK Giving Report 2015).

Social media has created the opportunity to create "virtual" fundraising groups. For example, Maggie's Cancer Care has local Facebook pages for each of its 15 Cancer Caring Centres, to celebrate their local news. Macmillan have regional and local Facebook pages e.g. Macmillan West of Scotland.

The rise of social media and the possibility of virtual communities mean that the division between community events and national mass participation events is no longer as clear as it once was. In particular, ice bucket challenges (organised by a range of charities, most notably MND and Macmillan Cancer Support) combined local fundraising events in a national framework. Macmillan Cancer Support Coffee Mornings also combine local events in a national framework.

Online based fundraising events such as No Makeup Selfie defy categorisation by geographic location, but are perhaps best considered to be national since there is no element of local organisation

DIY fundraising continues to grow in popularity, with many supporters setting up their own challenge events, for example skydiving or a Land's End to John O'Groats bike ride. Support for these is increasingly leveraged via social media and online sponsorship platforms. A strong causal link with the charity was thought to be essential for the success of these events, but there is increasing evidence this is no longer the case e.g. NSPCC's 60 Minute Challenge.

Many charities have developed fundraising campaigns to provide a communications focus for their supporters' activities including downloadable packs, guidelines and other assistance to help with such fundraising. DIY fundraising is also aided by the existence of online donation platforms such as JustGiving.

DIY fundraising tends to deliver an excellent ROI for the charity, partly because it has a lower investment of staff time as it is not staff led, and partly because the individual is energised and empowered to the event and maximise income. The THINK Community Forum benchmark revealed that the average amount raised for DIY fundraising was £400 compared to £100 for involvement in a mass community event. The increasing range of products offered by charities provides the "hook" for people to become involved.

Volunteering

According to the CAF UK Giving Report 2015, in the previous year 13% of people volunteered for a charity. The Cabinet Office's Community Life gives a higher figure of 42% for people engaged in formal volunteering in the last year, and 27% for people having done so in the previous year (2014), this higher figure reflecting a broader definition of formal volunteering to include a broader section of voluntary bodies including clubs, trade unions, political parties etc.

The Cabinet Office data shows that the level of volunteering has been relatively stable over the last decade (with a slight peak in 2012-2013, probably because of volunteering around the Olympics). This data also shows that there is an increasing level of employer supported volunteering. In 2014-15, 6% of people had volunteered via employer supported schemes in the last year and 3% within the last month.

There is undoubtedly a growing demand for volunteering opportunities to be flexible and time limited, to fit into people's lives. This demand, together with the development of new technology such as smart phones, has given rise to the concept of 'micro volunteering' defined in a report by NCVO as: 'bite -size volunteering with no commitment to repeat and with minimum formality, involving short specific actions that are quick to start and complete'.

Charities are looking increasingly to volunteers to deliver local events rather than staff, using the net income generated from a local event to determine the level of staff involvement and encouraging NVQ or other development opportunities as a means to engage support. WaterAid have a network of 600 volunteer speakers across the country, who can speak at a local level to engage and inspire potential supporters and SCUK has a number of volunteer media coordinators as a part of their volunteer branch structure.

Marie Curie is seeking to create more than two hundred local fundraising groups which are at the centre of its fundraising, organising all voluntary fundraising other than direct marketing and legacies. Rather than staging national events, Marie Curie nationally develops off the shelf fundraising products that the local groups can use.

Organisational readiness

In order for a community fundraising programme to thrive, Trustee and SMT leadership is critical in supporting an understanding across the organisation of the importance of community donors and volunteers to the beneficiary and therefore to the organisation. The following actions will add value to a successful environment:

- an organisational supporter charter
- engagement in community activities by being present at events or through written communication
- promoting good practice across the charity
- Integrating donor principles in all HR programmes: recruitment, training, induction, appraisals

A structured stewardship programme is key to developing the relationship with community donors. For example, DIY/"in aid of" fundraising has become increasingly popular in recent years and many charities now have developed specific products such as the NSPCC's "Sign up for the 60 minute Challenge" which challenges donors as to how far they can run, cycle or swim in 1 hour. A case study on the website explains how a supporter donated £2 a month but wanted to do more, and began running in the park when he took his son to gymnastics. There

were key touch points to developing this relationship between the donor and the NSPCC, moving him from the £2/month donor to a more engaged supporter who did several actions for the charity.

All significant number of charities are investing in community fundraising, indicating the once again increasing popularity of this form of fundraising. A donor is therefore likely to have expectations about the service provided by a charity and the products available when they engage with community fundraising

Underpinning both of these areas is an effective database, with all actions and contact points recorded in a timely and efficient process to manage the relationship as productively as possible. Increasingly this is becoming automated to respond to donor preferences. Digital readiness will become an increasingly important factor in the success of any community fundraising programme where distance support is required.

The measurement of all fundraising activity is critical in terms of ROI and other KPIs to ensure profitability is maximised for the charity in addition to the more nebulous “awareness”.

The Institute of Fundraising changed the Fundraising Code of Practice in August 2015 stating no donor who was registered with the Telephone Preference Service (TPS) should be telephoned without the explicit consent of the donor. This was clarified by the ICO: a donor has to give their explicit consent, either in writing or in a recorded phone call, for a charity to ring them. This consent would “over-ride” the TPS; implicit consent – e.g. a phone call between donor and charity in which the donor doesn’t object to the phone call – is not sufficient to “over-ride” the TPS. The process for recording and maintaining consent to contact a donor is critical for the relationship development between charity and supporters through community fundraising. It is essential that Community Fundraising staff are trained to have a good understanding of the new regulations, and implement these, adapting working practices where necessary and ensuring the contact strategy is not adversely affected

Methodology

To identify the core practices of effective donor engagement in the community set out in this paper the following research was undertaken:

- THINK consulting research on community fundraising
- CAF UK Giving Report 2015 (published May 2016)
- Fundratios 2014 report
- CAF’s Britain’s Civic Care Report 2013
- Halifax Giving Monitor 2015
- Desk Research
- Qualitative survey of Directors of Fundraising, Head of community fundraising and staff contributors
- Qualitative survey of community volunteers
- Small focus groups