Giving
Australia 2016

Giving and volunteering: the nonprofit perspective

November 2017

This research was commissioned by the Commonwealth of Australia, represented by the Department of Social Services. The Australian Centre for Philanthropy and Nonprofit Studies (ACPNS), with the Centre for Social Impact (CSI) Swinburne and the Centre for Corporate Public Affairs, have partnered to undertake this research project. The purpose of this report is to assist the work of the Prime Minister's Community Business Partnership.

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Giving Australia 2016 report series

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1.0   Glossary

Baby boomers: the demographic cohort born during the post-World War II baby boom, approximately between the years 1946 and 1963.

Bequest: a gift of property to a person or organisation in a Will. In common usage, the term bequest is used to include gifts of money. Consequently, both bequest and legacy are generally understood to mean any gift in a Will.

Big data: the concept of big data has been attributed to Laney's (2001) construct, which identified three dimensions of big data and its management of the:

- variety of data formats that render data coordination challenging
- velocity related to the speed at which data are generated by interactions and can be used to support interactions, and
- volume related to the breadth and depth of data available about contemporary transactions.

Business and community partnership: a collaborative arrangement (formal or informal) between a business and non-related community organisation, institution, government body or individual for mutually beneficial outcomes and social impact. Such an arrangement involves the voluntary transfer of money, goods or services in exchange for strategic business benefits, such as improved staff expertise, wider networking, enhanced community reputation and/or other quantifiable benefits.

Charitable purpose: a nonprofit purpose for the public good, including: relieving poverty or sickness or the needs of the aged; advancing education; advancing religion and other purposes beneficial to the community.

Charity: in its broadest sense charity is the practice of benevolent giving. Charity can also be used to describe an organisation that exists for altruistic purposes such as supporting those who are disadvantaged. Further information on the legal definition of charity can be found in Philanthropy Australia's online glossary (link provided at the end of this section).

Crowdfunding: the collective cooperation, attention and trust by people who network and pool their money and resources together to support efforts initiated by other people or organisations: 'Modern crowdfunding leverages internet technology and various social networking platforms to link the financial resources of online communities (the crowd) with individuals and organisations that seek funding (crowdsourcers)' (Clarkin 2014, 194).

Deductible gift recipient (DGR): entity endorsed by the Australian Taxation Office as eligible to receive tax-deductible gifts.

Disintermediation: in the nonprofit sector, the trend of donors and volunteers bypassing traditional charities and addressing social problems or raising funds directly.

Donations: unconditional voluntary transfers of money, goods or services to community organisations, institutions, government entities, or individuals, in which the donating organisation is not expected to receive anything in return.

Donor charter: A Donor Charter is a promise to donors by a nonprofit organisation. Typically, it may set out donors' rights (e.g. anonymity of a gift) and explain the organisation's responsibilities or procedures in donation use, a fundraising complaints and feedback system, donor privacy and so on.

Foundation: 'foundation' has no precise legal meaning, but in philanthropic terms, 'foundation' usually refers to a trust designed to make grants to charities or to carry out charitable purposes. It may also be used to refer to a charitable organisation, or to a fund that exists to provide ongoing support to a particular organisation.

Generation X: the generation born after the western post-World War II baby boom. Generally agreed to be those born from the early 1960s to the early 1980s.

Generation Y: the generation following Generation X (see above), also known as Millennials. Generally agreed to be those born from 1980 to 1995.

High-Net-Worth-Individuals (HNWIs): a term used in the wealth management industry to describe individuals with investable assets exceeding US$1 million and/or legally-constituted charitable entities (trusts or foundations) that typically either donate funds and support to other organisations, or provide the source of funding for their own charitable purposes (Note: ultra-high-net-worth-individuals (UHNWIs) are those with investable financial assets in excess of US$30 million). In an Australian context, investable financial assets include superannuation.

In-kind giving: the giving of goods and services in support of a charitable purpose.

Large business: a business employing 200 or more people.

Millennials: people born between 1980 and 1995 (also known as Generation Y).

Nonprofit organisation (NPO): an organisation that does not operate for the profit, personal gain or other benefit of particular people. This can include people such as its members, the people who run it or their friends or relatives (note that nonprofit is referred to in different ways such as 'not-for-profit' and 'third sector').

Participant: for the purposes of this report, a participant is a person involved in an activity or event associated with research such as a focus group, in-depth interview or expert panel discussion. The focus of such activities is on qualitative data collection about a particular issue/topic using unstructured and semi-structured techniques. See also: Respondent.

Payroll giving: regular donations by employees from pre-tax salary to charities and other NPOs (The Australian Charities Fund 2010).

Peer-to-peer fundraising: a multi-tiered approach to crowdfunding, whereby an individual can fundraise on behalf of a cause by sharing his or her fundraising page with friends, family and community members for donations.

Philanthropy: defined by Philanthropy Australia (2012) as: 'The planned and structured giving of time, information, goods and services, voice and influence well as money to improve the wellbeing of humanity and the community.' The term is derived from the Ancient Greek *philanthrōpía*: love of mankind.

Professional advisers: includes lawyers, accountants, stockbrokers, insurance agents and financial advisers.

Respondent: for the purposes of this report, a respondent is a person who completed an online questionnaire as part of a survey of a particular population. This format is structured and is an aspect of quantitative data collection. See also: Participant.

SMEs (Small and Medium Enterprises): businesses employing less than 200 people, including non-employing businesses (ABS 2001).

Social capital: a concept based on the idea that social networks (relationships) have value and that the collective value of social networks inform inclinations towards reciprocal giving (Harvard University, n.d.).

Social enterprise: organisations that are led by an economic, social, cultural or environmental mission consistent with a public or community benefit; trade to fulfil their mission; derive a substantial portion of their income from trade; and reinvest the majority of their profits/surplus to the fulfilment of their mission (Barraket et al. 2010).

Social impact: the net effect of an activity on a community and the wellbeing of individuals and families (Centre for Social Impact n.d.).

Social media: technology-based tools that allow people and organisations to create, share or exchange information in a highly interactive, online environment.

Sponsorship: a business marketing activity involving the transfer of money, goods or services to non-related community organisations, institutions, government bodies or individuals in exchange for advertising or promotional benefits. Any such arrangements would form part of the commercial operations of the business.

Third party platforms: an online giving platform that is operated by a third party (i.e. other than the NPO's own website).

Transparency: (behaviour) the practice of openness and accountability through the intentional communication and sharing of information.

Upcycling: transforming products or materials into products of better quality or for better environmental value.

Volunteering: time willingly given for the common good and without financial gain (Volunteering Australia 2015).

Will: a legal document expressing how a person wishes to distribute their assets after death.

Will-maker: a person who makes a Will.

Workplace giving: philanthropic contributions of money (payroll giving, employer matching donations, workplace fundraising, employer grants), time, skills and in-kind support by employees and their employers (Australian Charities Fund 2013).

See also Philanthropy Australia's Glossary at
http://www.philanthropy.org.au/tools-resources/glossary/

2.0 Abbreviations

ABS: Australian Bureau of Statistics

ACNC: Australian Charities and Not-for-profits Commission

ACPNS: Australian Centre for Philanthropy and Nonprofit Studies

ACT: Australian Capital Territory

ATO: Australian Taxation Office

CCPA: Centre for Corporate Public Affairs

CEO: Chief Executive Officer

CSI: Centre for Social Impact

DGR: Deductible Gift Recipient

FIA: Fundraising Institute Australia

HNWIs: High-Net-Worth-Individuals

HPC: Health Promotion Charity

ICNPO: International Classification of Non-Profit Organizations

NPO: Nonprofit organisation

NSW: New South Wales

NT: Northern Territory

PBI: Public Benevolent Institution

QLD: Queensland

QUT: Queensland University of Technology

ROI: Return on Investment

SA: South Australia

SME: Small and medium enterprises

TAS: Tasmania

UHNWIs: Ultra High-Net-Worth Individuals

UK: United Kingdom

US:	United States
VIC:	Victoria
WA:	Western Australia

3.0 Executive summary

3.1 Supporting communities; seeking community support

One in 10 Australians works for a nonprofit organisation (NPO). The sector contributes 3.8% of Gross Domestic Product, larger than major sectors such as the information, media and telecommunications industries (see ACPNS 2014). The nonprofit sector's estimated 600,000 organisations support a diverse range of causes including people, animals, environments, arts and culture.

The nonprofit sector contributes to a healthy society and is dependent upon communities, individuals, business and government to survive. This report in the *Giving Australia 2016* study explores how Australia's NPOs engage the community, business and philanthropic foundations. It refreshes the first *Giving Australia* (Australian Council of Social Service (ACOSS) 2005; Zappalà and Lyons 2005) by including new questions (for example about technology). [1]

The report provides a snapshot useful to NPOs and sector funders for benchmarking and strategy. It also creates a new baseline for future research and opens conversations about the barriers and opportunities identified.

Findings are informed by:

- existing literature
- focus groups and interviews with people active in the nonprofit sector, and
- an online questionnaire available to two populations:
    - a random sample of charitable organisations registered with the Australian Charities and Not-for-profits Commission (ACNC) (769 completions), and
    - a smaller, non-random sample of NPOs (196 completions). [2]

Throughout this report, the terms respondent and participant are used. For the purposes of this report, a respondent is a person who completed an online questionnaire as part of a survey of a particular population. This format is structured and is an aspect of quantitative data collection. A participant is a person involved in an activity or event associated with research such as a focus group, indepth interview or expert panel discussion. The focus of such activities is on qualitative data collection about a particular issue/topic using unstructured and semi-structured techniques.

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[1] This research was a comprehensive national study into giving, which looked at both fundraising and volunteer engagement (with stronger focus on fundraising, where less national data is generally available).

[2] The main body of the report focuses on findings from the survey of ACNC-registered charities. Data from the smaller NPO survey supplements the charity findings in detailed sector analyses in *Giving Australia 2016: The nonprofit perspective* Appendix.

The *Individual giving and volunteering* report identified that NPOs received income of $12.5 billion from individuals and the *Business giving and volunteering* report revealed that businesses contributed $17.5 billion to NPOs in 2015–16. The findings in this report cover key ways that NPOs attract private sector resources through fundraising, volunteer recruitment, community partnerships/projects and social enterprise.

3.2   Key themes and insights

3.2.1   Main ways that NPOs attract private sector resources

Fundraising

More than half of ACNC-registered charities responding to the survey (59%) had used some form of fundraising in their most recent full financial year. The most common fundraising practices for seeking nongovernment revenue in 2016 were event-based fundraising (e.g. fêtes, barbecues) (42.1%), regular giving programs (38.8%) and membership fees (35.7%). Nonprofit focus group and interview participants highlighted the importance of using the right approach for the intended audience. Innovation was as not yet replacing tried and tested means of fundraising. For instance, a fifth (21%) of surveyed organisations involved in fundraising used direct mail. The use of traditional giving approaches was evident in the *Individual giving and volunteering* survey where half of the donors (51.6%) gave with cash (and 5.8% by cheque). However, qualitative participants in NPOs discussed the rise of more technological approaches and integrating online (e.g. social media) and offline (e.g. direct mail) mechanisms for maximum effect.

Although the charity survey suggests they are not commonly used, focus groups and interviews revealed that bequests, major gifts and capital campaigns could be highly significant fundraising practices.

Volunteer recruitment

The charity survey's five major findings of volunteer recruitment and engagement practices in charities' most recent full financial year were:

- some 63% of organisations recruited volunteers (although 94% had volunteers), with animal protection organisations the most likely to recruit volunteers
- of those organisations with a volunteer program, half (50%) offered virtual volunteering opportunities, where people can volunteer without being physically present
- only one in 10 respondents reported experience with corporate/employee volunteering
- only half of the organisations with volunteers had a dedicated (paid or unpaid) manager of volunteers, yet this was the most useful resource for volunteer recruitment, and
- some 15% of organisations with volunteers did not have any means of formally recognising their volunteers.

Community business partnerships

Twenty-one per cent of respondents reported being involved in at least one partnership with business. This compares with 69% of large business survey respondents and 18% of SMEs reporting involvement with at least one NPO.

Social enterprise

Relatively few respondents operated a social enterprise (13%) in their most recent full financial year. Larger organisations were more likely to undertake commercial activity with charities with more than 100 staff more than three times more likely to run a social enterprise or commercial venture than those with no paid staff.

3.2.2 Uptake of new technologies

One of the most significant trends since *Giving Australia 2005* was the uptake of new technologies to facilitate giving and volunteering. Most charities reported some form of internet-based technology use. Three-quarters of the charities in this study had a website – but less than half of these were mobile optimised.

Fifty-nine per cent of respondents used social media. Facebook was the most common social media platform (used by 55% of all respondents and 94% of those using a social media platform), followed by Twitter and YouTube. Likewise, eleven per cent of respondents had used third party fundraising platforms and four per cent of charities had used crowdfunding campaigns.

Focus group and interview participants highlighted how innovations in social media and technology were enabling a greater flow of information through two-way communication, deeper engagement with issues and causes, more participation and more collaboration. The survey, however, established that this was far from universal: only 20% of survey respondents felt their organisation was currently using technology well.

Many respondents felt their organisation lacked the human and financial resources to maximise the potential of new platforms. Further, few were seeing the hoped-for financial return on investment (ROI) in online fundraising. For some organisations, the difficulty in translating online engagement into dollars meant that the risks they associated with having a large social media presence outweighed the potential benefits. A common risk example given was losing control of content.

Third party platforms for crowdfunding and peer-to-peer giving were also described as offering mixed blessings. Although peer-to-peer fundraising enabled people to take action and ownership of their giving, focus group and interview participants from the nonprofit sector expressed concern that third party platforms would decrease direct NPO engagement. This trend, known as disintermediation, enables donors and volunteers to bypass charities to tackle issues or raise funds directly. Converting supporters of peer-to-peer fundraising events into regular donors was also noted as challenging. The issue of data security was raised as a large concern by some qualitative participants.

3.2.3 Factors influencing support - donor motivations, preferences and expectations

In a world where charity choice is increasingly global for donors and volunteers (McDonald 2016) there are greater possibilities but also more competition for organisations trying to connect with potential supporters. Participants reinforced that understanding and appealing to supporter motivations and adapting to their preferences were more important than ever in achieving outcomes for clients and beneficiaries.

Charity survey respondents were reading contemporary donors well in that they already knew the primary giving motivations that *Giving Australia 2016: Individual giving and volunteering* respondents confirmed. In particular, there was a wide awareness that contemporary givers and volunteers wanted to be a part of something that creates impact and wanted to see that impact.

Participants saw outcomes measurement and reporting as becoming increasingly vital to some donors' decisions. This trend has important implications for how organisations measure and communicate achievements and demonstrate the impact of services and programs to donors. Some participants indicated their organisation had strong systems in place for this, giving it a competitive advantage. However, many participants felt ill-equipped to provide performance and outcomes data.

Focus group and interview participants also observed differences in giving and volunteering behaviour, mostly across generations. As Generation X moves into what has traditionally been a 'giving' phase of the life cycle and Generation Y plays an increasing role in philanthropy, NPOs, fundraisers and managers of volunteers were talking about the challenge of adapting to changing demographics. Understanding what drives younger people to give and volunteer was seen as important to help fundraisers and managers of volunteers develop campaigns that work for these groups.

Interview and focus group participants highlighted the importance of direct impact and hands-on experience for young supporters, for example, crowdfunding campaigns. They also reported skilled and virtual volunteering opportunities appealed to young people. Such opportunities were seen as valuable and a path to deeper engagement. NPOs reflected they needed different approaches to tap into this energy, as traditional forms of recruiting support were not appealing to younger generations.

3.2.4   Maximising philanthropic potential

Many participants reported enduring and emerging challenges in attracting both volunteers and donors. Many of the concerns raised in *Giving Australia 2005* have remained or intensified. For example, participants believed supporters are more concerned about fundraising practices, administration costs and duplication than in the past.

Even with these challenges, respondents and participants alike were optimistic about Australia's giving and volunteering future. They identified a number of opportunities for strengthening NPOs.

The charity survey data confirmed focused and qualified effort worked best in both fundraising and volunteer recruitment including:

- a paid or volunteer internal fundraiser
- a manager or coordinator of volunteers, and
- an external consultant in either fundraising or volunteer recruitment.

Human resources investment was seen as critical for the NPO sector sustainability.

Capacity to fundraise and to engage volunteers were most likely to grow with a funds injection and an increased understanding within an organisation of these practices. Community business partnerships were seen as elusive unless NPOs increased their knowledge, their profile in the business community, and their resources to staff such partnerships. Resources, understanding and specialist staff were reported as the strongest drivers of capacity to operate a social enterprise.

Critical elements in building support

Participants noted several critical elements for building support including:

- strong Chief Executive Officer (CEO) and board leadership and commitment
- purposeful and strategic fundraising
- relationship and donor driven approaches
- engagement, connection and ownership by volunteers and donors, and
- an integrated approach to offline and digital fundraising.

Charities identified several areas in the regulatory environment they felt could be used to stimulate giving and volunteering. For example:

- minimising red tape especially for volunteering (e.g. the expense of RSAs[3] and cost and time of non-transferable police checks)
- privacy regulation, which was seen as difficult to understand and implement well
- taxation, which was seen as less supportive than overseas for charities and social enterprises, and
- policy initiatives to stimulate giving, especially those areas with perceived untapped potential such as bequests and workplace giving.

Focus group and interview participants reported a need for ongoing collection, coordination and availability of research data to help their organisations operate most effectively.

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[3] Responsible Service of Alcohol certificate

4.0   Introduction

4.1   Overview

This report presents findings of *Giving Australia 2016* from the perspective of people who work in charities and other NPOs. It considers fundraising, volunteer recruitment, community business partnerships and social enterprise as the means for attracting resources. It draws on data including existing literature; focus groups and interviews with people active in the nonprofit sector; and an online questionnaire of people working in nonprofit and charitable organisations.

NPOs include charities such as religious organisations, schools, public benevolent institutions (PBIs), health promotion charities (HPCs) and other NPOs such as sporting and recreational clubs, community service organisations, professional and business associations and cultural and social societies (ATO 2016). There are an estimated 600,000 NPOs in Australia (Productivity Commission 2010, 58). The bulk of these are small, non-employing organisations that rely on voluntary contributions. In 2016, Australia had more than 54,000 registered charities (ACNC 2016). Figure 1 below demonstrates the different types of nonprofit and charitable organisations in Australia.

600,000 NPOs in Australia, including:

406,000 NPOs not registered with the ATO

194,000 NPOs registered with the ATO

54,000 charities registered with the ACNC

10,000 PBIs and HPCs
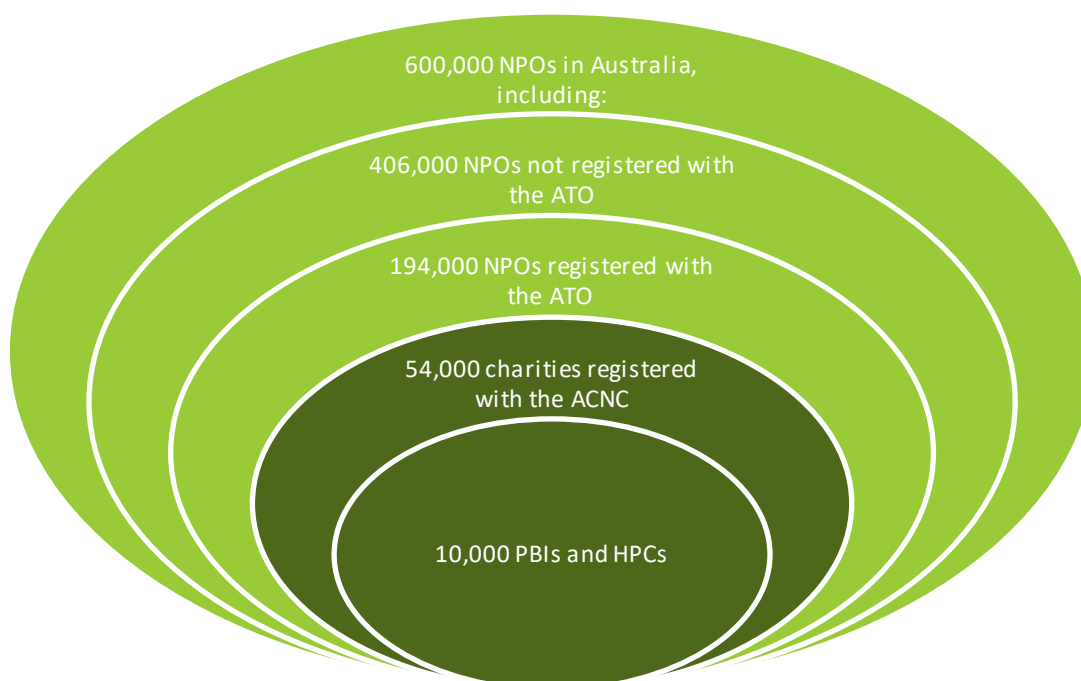
Created from information in ACPNS 2014 and ACNC 2016
Figure 1 Nonprofit and charitable sector in Australia

4.2   Report structure

The report recaps points from the literature review, with a focus on key issues and emerging trends (section 4.3).[4] The literature review informed the *Giving Australia 2016* research questions set out in section 4.4. How data was collected and analysed is outlined in section 5.0. Findings from the online questionnaire, focus groups and interviews with a wide variety of NPOs are presented in section 6.0. The key practices, emerging trends and challenges for NPOs are then discussed in section 7.2. Finally, implications for policy and practice are considered in section 7.3.

4.3   Key findings from previous research

The *Giving Australia 2016 Literature review* is available at
http://www.communitybusinesspartnership.gov.au/about/research-projects/.

The most relevant chapters for this report are:

- Chapter 1: Volunteer engagement
- Chapter 2: Everyday givers
- Chapter 13: Nonprofit fundraising
- Chapter 14: Nonprofit CEOs
- Chapter 15: Sector adaptations to giving trends
- Chapter 16: New technologies for giving, and
- Chapter 18: Social enterprise and giving.

4.3.1   Nonprofit fundraising

There is no commonly understood meaning of the term 'fundraising' (McGregor-Lowndes et al. 2014). *The International Encyclopaedia of Civil Society* (Scaife 2010, 742) suggests:

> *Fundraising is about locating the resources an organisation needs to achieve its aims on behalf of those it serves ... 'Resource mobilisation' is a frequently used term in some countries ... emphasising ... that an NPO needs more than just funds and will seek people, their time and in-kind resources too.*

The ABS (2014) found that NPOs received income of $107.5 billion of which $8.6 billion was contributed by a range of donations, sponsorships and other fundraising methods (see Table 1).

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[4] For the summary and full literature reviews go to
http://www.communitybusinesspartnership.gov.au/about/research-projects/

Table 1 Income received by Australian NPOs 2012–13

Source	Income
Donations, bequests and legacies	$ 3,993 m
Donations from business	$ 863 m
Donations from trusts and foundations	$ 474 m
Sponsorships	$ 1,381 m
Other fundraising	$ 1,903 m
Total	$ 8,614 m

Little sector-wide research is available about the efficacy of individual fundraising practices in Australia, although there is some benchmarking data from fundraising practitioners. For example, Buchanan's analysis of the return on investment (ROI) on $1 for different fundraising activities in New South Wales is adapted in Table 2 below (Buchanan 2015).

Table 2 ROI on $1 for different fundraising activities

Fundraising activity	ROI (weighted average for years 2004 – 13)
Bequests	$56.83
Major gifts	$33.33
General donations	$19.11
Community fundraising	$11.15
Regular giving	$8.41
Direct mail appeals	$3.66
Events	$3.43
Lotteries and art unions	$1.51

Collated from public financial statements of 21 NPOs registered under the Charitable Fundraising Act 1991 (NSW)

In Australia, state and territory governments primarily regulate fundraising, notwithstanding one of the objects of the ACNC is to 'maintain, protect and enhance public trust and confidence in the Australian not-for-profit sector' (ACNC 2014).

4.3.2   Volunteer engagement

Volunteering is an activity that belongs to a broader cluster of helping behaviours (Wilson 2000) and generally refers to 'time willingly given for the common good without financial gain' (Volunteering Australia 2015). Previous studies indicate that gender, age/life stage, education level, cultural background and religion may influence the type and amount of volunteering undertaken (Dittrich and Mey 2015; Einolf and Chambré 2011; Gray, Khoo and Reimondos 2012; Lyons and Nivison-Smith 2006; Manning 2010; Wang and Graddy 2008).

Merrill (2006) identified a number of global trends in volunteering, which remain in discussion in 2017:

- time pressures associated with balancing volunteer work and other commitments
- lack of consensus about the definition of volunteering
- the emergence of programs that either provide care for an ageing population; or seek to engage them in volunteering
- the need for more pluralistic and inclusive volunteering recruitment approaches
- the capacity of volunteering to promote social capital through community engagement, and
- the use of technology to facilitate volunteering and overcome isolation.

4.3.3   New technologies for giving

Since the previous *Giving Australia* study in 2005, the technological revolution has transformed the way transactions are conducted throughout many aspects of life. The way people give has also shifted. Broadly, there are five main types of digital giving channels:

- email
- social media
- online (through the charity's website)
- mobile (app, short message service (SMS), mobile enabled website), and
- third party agencies (e.g. crowdfunding and peer-to-peer sites).

Australian NPOs are using these technologies to engage and generate support, but not necessarily to the same extent as organisations overseas. The literature suggests that lack of time and resources are the most common barriers to NPOs using technology, followed by getting the board onside, and a lack of strong evidence that social media brings donations (Briones, Kuch, Fisher, Liu and Jin 2011; MacLaughlin 2015).

4.4   Research questions addressed in this report

This report responds to the following *Giving Australia 2016* research questions, with a focus on NPO support generation or 'resource mobilisation' practices, and perspectives on giving and volunteering.

- What are the rates and patterns of giving and volunteering in 2016?
- How are giving and volunteering behaviours changing over time including the use of innovative giving and volunteering platforms?
- How are innovations in social media and technological development influencing giving and volunteering?
- What are the critical factors that motivate giving and volunteering behaviours in 2016?
- What are the opportunities to grow levels of giving and volunteering among individuals and business?
- How is the nonprofit sector's ability to raise revenue being affected by changes in patterns of giving and volunteering?
- To what extent are different sectors including arts, community services, environment, health, education etc. changing their fundraising approaches in response to changing patterns of giving and volunteering?
- What does information about changing patterns of giving and volunteering in 2015–16 tell us about the future of philanthropy in Australia?

5.0   Methodology

5.1   Overview

This section overviews how the data was collected and analysed. Data sources included:

- a review of the literature
- qualitative interviews (16) and focus groups (11) with a wide range of nonprofit sector representatives, and
- a questionnaire of 769 charities and 197 NPOs. [5]

5.2   Literature review

A comprehensive review of the available academic and grey [6] literature was conducted to identify themes and gaps in available evidence, which informed the questions for data collection instruments. The literature review explored a diverse range of topics related to NPOs such as nonprofit fundraising, nonprofit CEOs, sector adaptations to giving trends, new technology, social enterprise, big data and volunteering. [7, 8]

5.3   Qualitative interviews and focus groups

Seventeen one-to-one interviews and 11 focus groups were conducted in 2015–16 to capture a range of nonprofit perspectives as summarised in Table 3. Participants were recruited using a purposive sampling technique drawing on individuals with relevant experience and skills.

The majority of participants in the interviews and focus groups were recruited via formal and informal networks (such as those of *Giving Australia's* sector partners) and the ACPNS and CSI Swinburne databases. Individuals with expertise in topic areas were sent personalised email invitations. Focus groups and interviews were also promoted on the *Giving Australia* blog and website. People who heard about the study approached *Giving Australia 2016* researchers to take part.

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[5] Further methodological detail for the *Giving Australia 2016* project overall can be found in the summary project report.

[6] Grey literature refers to general material not published in books or journal articles.

[7] Keyword search terms for the literature review included fundraising and: giving, philanthropy, nonprofit CEOs, leadership, nonprofit sectors (E.g. Arts, Environment), technology, digital giving, crowdfunding, social media, professional advisers, big data and volunteering.

[8] Search engines used for the literature review included: QUT Library Summon 2.0, QUT ePrints, Swinburne Library Search - Ex Libris Primo, Google Scholar, Google, Research Gate, Wiley Online Library, Emerald Insight, Proquest, and ABI/INFORM Database.

Table 3 Summary of nonprofit interviews and focus groups for *Giving Australia 2016*

Group/topic area	Locations	Interviews	Focus groups
NPO chair	QLD	1	
	VIC	1	
NPO CEOs	NSW		1
	NT	1	
	QLD	1	
	TAS		1
Fundraisers	ACT		1
	QLD	1	2
	VIC	1	1
Digital giving managers	Online - Australia wide		1
	NSW	3	
	QLD	1	
	VIC	1	1
Charitable app developer	QLD	1	
Crowdfunding	VIC	1	1
Bequest fundraisers	VIC		1
Manager of volunteers	VIC	1	
Social enterprise	VIC	1	1
	NSW	1	
Sports fundraising intermediary	ACT	1	
Total number of locations, interviews, focus groups and focus group participants	6	17	11

In-depth, one-to-one semi-structured interviews were conducted either face-to-face or via telephone and usually took 60 minutes. Focus groups were clustered by type of participant role (e.g. fundraising managers). Typically, focus group sessions were held face-to-face, involved two facilitators and on average, ran approximately 90 minutes. [9]

Interviews and focus groups explored motivations for giving, predicted changes to giving behaviours, how technology influences giving and volunteering, and other trends in the nonprofit sector. [10]

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[9] One focus group with digital giving managers was held online using Collaborate, a web conferencing tool. However, some participants had trouble participating in the online discussion, so interviews were conducted (hence the larger number of interviewees on this topic).

[10] Interview and focus group questions included prompts, which were used by the interviewer/facilitator to increase the depth of responses. Questions were adapted and reordered during interviews and focus groups for the purpose of facilitating conversation style dialogue.

At the conclusion of each session, a 'top of mind' summary of key themes was developed and used during the data analysis phase. Each interview and focus group was electronically recorded, transcribed verbatim and analysed using NVivo software. Data was coded according to higher-order themes and in line with the *Giving Australia* research questions.

5.4   Online questionnaire of charities and NPOs

The *Giving Australia 2005* questionnaire of NPOs formed the basis of the 2016 questionnaire (see Appendix 2) (Zappalà and Lyons 2005). The 2005 questionnaire was revised and refined by the QUT *Giving Australia* team, in consultation with partners and other stakeholders.[11] The 2005 questionnaire was extended to include the use of technology in fundraising and volunteering. Other minor revisions were made to reflect the state of the nonprofit sector as at the time of the questionnaire (e.g. updated sector categories to reflect the International Classification of Nonprofit Organisations [ICNPO]).

A draft questionnaire was piloted with 77 organisations registered with the ACNC, resulting in minor changes to the final instrument.

5.4.1   Ethics and Statistical Clearing House approvals

Ethics approval was obtained from QUT's University Human Research Ethics Committee (UHREC) (approval number: 1,600,000,098).[12] Approval was also obtained from the Australian Government's Statistical Clearing House (approval number: 02476-01) in line with Australian Government requirements.

5.4.2   Sample and screening

Two distinct datasets were used for the questionnaire of charities and NPOs.

Charities

Following the introduction of the ACNC in December 2012 a list of more than 54,000 charities and NPOs with charitable status became available. With due confidentiality, the ACNC provided email contact with 12,135 registered organisations. Organisations were selected via a stratified random sample based on their size and main activity as reported to the ACNC. While every effort was made to ensure a wide selection of organisation types and sizes participated in the survey, the voluntary nature

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[11] The methodology used for the *Giving Australia 2005* study involved distributing the questionnaire to the then 552 members of FIA. These organisations tended to be larger NPOs engaged in fundraising, volunteer recruitment, business partnerships and social enterprises. In addition to this, a random dataset of 987 NPOs from the six state government charity registers was also used. All comparisons with the 2005 report are general in nature and do not compare matching organisations. Changes from 2005 may reflect the different samples used as opposed to being population-level differences.

[12] The UHREC evaluates projects conducted by the University involving human participants and ensures compliance with the National Statement on Ethical Conduct in Human Research. In accordance with UHREC requirements, participation was voluntary and any questions could be left unanswered.

of the research meant that the sample was not strictly representative of the entire population and caution is needed in generalising findings.

NPOs

In addition, the survey was also hosted on QUT's *Giving Australia 2016* blog with links distributed through the following organisations/groups.

- Pro Bono
- Q Sport
- P&Cs QLD
- FIA
- Our Community.com
- Australian Environmental Grantmakers Network
- Philanthropy Australia
- Perpetual
- Educate Plus
- Council for Advancement and Support of Education
- Ethnic Communities Council (QLD)
- The Ian Potter Foundation
- South Australian Association of School Parents Clubs
- National Association of Charitable Recycling Organisations
- Australasian Society of Association Executives
- Social Traders, and
- the QUT ACPNS alumni.

Respondents who accessed the survey through this link were asked if their organisation was registered with the ACNC, and they were permitted to complete the survey. Nearly all (98.8%) were registered with the ACNC.

5.4.3   Distribution and completion rates

The questionnaire was hosted online using Qualtrics and took approximately 20-30 minutes to complete. Data was collected during June–August 2016.

Of the approximately 12,000 ACNC-registered charities sent the web link to the survey, 1,687 started the online survey and 769 completed the survey, leaving a final response rate of 6.3%.

Due to the open invitation to NPOs in the matching survey distributed through peak bodies, blog and Twitter posts, it is not possible to determine the response rate for these organisations. In total, 376 questionnaires were started and 196 responses were received.[13]

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[13] This data is not included in the main report. It has been used in the *Giving Australia 2016: Giving and volunteering: the nonprofit perspective – supplementary appendix* to allow for different cause areas to be examined.

5.4.4   Analysis

The data was exported from Qualtrics to the Statistical Package for the Social Sciences (SPSS). It was cleaned (i.e. data was removed or amended if incomplete or incorrect formatting was used) before descriptive statistics and cross-tabulations (comparing two variables) were performed. Back coding (e.g. grouping responses listed as other) was undertaken on variables where open-ended responses were allowed.

6.0   Findings

This section provides a snapshot of the Australian charity sector in 2016 based on the profile of respondents to the survey of ACNC-registered charities whose profile is detailed in section 6.1. It explores how charities facilitate giving and volunteering (section 6.2) and examines how innovations in technology and social media are influencing practices (section 6.3).

Detailed reports on how specific sectors are generating support and using new technologies can be found in *Giving and volunteering: The nonprofit perspective – supplementary appendix*, incorporating data from both the charities and nonprofit survey respondents. Response rates for some sectors were too low for analysis, but a range of sectors are covered: social services, emergency relief, health, primary and secondary education, culture and arts, sports and recreation and environmental organisations.

6.1   Profile of charity questionnaire respondents

This section provides a detailed description of respondents to the 2016 charity survey by:

- sector
- size (in terms of the number of staff and volunteers and revenue raised)
- location
- age, and
- legal status.

The 2016 questionnaire used for the charity survey is available in Appendix one in section 10.2.

A direct comparison of the profile of respondents with the 2005 *Nonprofits* survey highlights the differences. Generally, respondents to the 2005 *Nonprofits* survey tended to represent larger organisations (with more paid staff, volunteers and annual revenue) and had greater involvement in support generation activities. The ACNC data did not exist in 2005 and the sample was drawn from organisations known to FIA, which resulted in higher numbers of larger organisations with formal fundraising programs. [14]

6.1.1   Sector
Approximately one-quarter of 2016 charity survey respondents were from religious organisations (see Table 4). By comparison, respondents from community services and the health sector dominated the 2005 sample. Religious organisations represented only 2% of the sample in 2005. These differences are likely due to the different sampling methods (see section 5.4 for more detail). According to the ACNC, religious organisations make up 28.5% of all charities (Cortis et al. 2016).

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[14] See section 5.4 for more information.

Table 4 Profile of respondents by sector, 2005 & 2016

Category	2005		2016	
	No.	%	No.	%
Religious group	10	2%	196	25.5%
Community services	184	38%	157	20.5%
Education	38	8%	87	11.4%
Health	79	16%	79	10.2%
Arts/culture	27	6%	52	6.8%
Development and housing	0	-	37	4.8%
Sports/recreation	27	6%	36	4.7%
Philanthropic intermediaries and grantmaking foundations	N/A	N/A	35	4.5%
Environment/animal welfare	16	3%	33	4.3%
International aid/development	17	3%	22	2.9%
Interest group/advocacy	27	6%	12	1.6%
Law and politics	0	-	8	1.0%
Service club	43	9%	N/A	N/A
Other	13	3%	15	2.0%
Total	481	100%	769	100%

6.1.2 Number of paid staff

Table 5 shows approximately half of respondent organisations surveyed in 2016 had paid employees (compared to 81% of respondents in 2005).

Table 5 Number of paid staff, 2005 & 2016

Number of paid staff	2005		2016	
	No.	%	No.	%
No paid staff	91	19%	351	45.6%
1–19 paid staff	242	52%	323	42.0%
20–99 paid staff	74	16%	63	8.2%
100 or more paid staff	60	13%	32	4.2%
Total	467	100%	769	100%

6.1.3 Number of volunteers

In both 2016 and 2005, the majority of respondent organisations had volunteers. There were fewer organisations with 100 or more volunteers in 2016 than in 2005 (see Table 6).

Table 6 Number of volunteers, 2005 & 2016

Number of volunteers	2005		2016	
	No.	%	No.	%
No volunteers	9	2%	51	6.6%
1–19 volunteers	198	42%	355	46.2%
20–99 volunteers	138	29%	271	35.2%
100 or more volunteers	128	27%	92	12.0%
Total	473	100%	769	100%

6.1.4   Revenue

As Table 7 displays, 19% of 2016 respondent organisations earned more than one million dollars per annum (compared to 38% in 2005). At the other end of the spectrum, 31.7% of organisations in 2016 had annual revenue of less than $50,000, and 62.1% had an income of $250,000 or less. The ACNC estimates that more than 65% of organisations registered with it have annual revenue of $250,000 or less (Cortis et al. 2016). [15]

Table 7 Revenue, 2005 & 2016

Revenue	2005		2016	
	No.	%	No.	%
Up to $100,000	119	26%	333	46.3%
More than $100,000 – $1 million	163	36%	252	35.0%
More than $1 million – $10 million	118	26%	100	13.9%
More than $10 million	55	12%	35	4.9%
Total [16]	455	100%	720	100%

6.1.5   Location

In 2016, as in 2005, organisations from New South Wales, Victoria and Queensland dominated the responses (see Table 8).

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[15] In 2005, $50,000 is equivalent to $65,712 in 2016; $100,000 to $131,425; $250,000 to $328.562 and $1 million to $1.3 million.

[16] Numbers may not reach 769 due to nondisclosure.

Table 8 State/territory of organisations, 2005 & 2016

State/Territory	2005		2016	
	No.	%	No.	%
NSW	165	34%	238	30.9%
VIC	111	23%	173	22.5%
QLD	66	14%	144	18.7%
SA	49	10%	88	11.4%
WA	41	8%	75	9.8%
TAS	24	5%	21	2.7%
ACT	23	5%	23	3.0%
NT	1	0.2%	7	0.9%
Total	480	100%	769	100%

6.1.6 Year of establishment

As Table 9 shows, 80% of 2016 respondent organisations were formed after 1970 (compared to 52% in 2005) and 21% were formed after the initial *Giving Australia* research was conducted in 2005.

Table 9 Year of establishment, 2005 & 2016

Year of establishment	2005		2016	
	No.	%	No.	%
Before 1900	18	4%	29	3.8%
1900–1949	75	16%	60	7.9%
1950–1969	83	18%	59	7.8%
1970–1979	73	15%	87	11.4%
1980–1989	102	22%	136	17.9%
1990–1999	88	19%	131	17.2%
2000–2005	26	6%	98	12.9%
2006–2016	N/A	N/A	160	21.1%
Total[17]	455	100%	760	100%

6.1.7 Legal status

More than half of 2016 charity survey respondents were incorporated as an association under state legislation (see Table 10). While this was similar to 2005, in 2016, nearly 7% of organisations were trusts (compared to none in 2005) and 14% were incorporated as a company limited by guarantee (compared to 28% in 2005).

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[17] Totals for 2016 may not reach 769 due to nonresponse.

Table 10 Legal status of organisations, 2005 & 2016

Legal status	2005		2016	
	No.	%	No.	%
Incorporated as an association under State legislation	259	55%	435	57.0%
Incorporated as a company limited by guarantee	132	28%	108	14.2%
Legal identity linked with a church or religious body	15	3%	76	10.0%
A Trust	N/A	N/A	57	7.5%
Unincorporated association	18	4%	45	5.9%
Incorporated by a separate Act of Parliament	12	2%	13	1.7%
Incorporated as a cooperative	11	2%	10	1.3%
Incorporated as an Aboriginal association	4	0.8%	6	0.8%
Other incorporated no further description	N/A	N/A	6	0.8%
Letters patent	N/A	N/A	3	0.4%
Private company	N/A	N/A	1	0.1%
Unsure	N/A	N/A	1	0.1%
Other	19	4%	2	0.3%
Total[18]	470	100%	763	100%

6.1.8   Organisational level

In 2016, 60.8% of respondent organisations were local organisations, compared to 30% in 2005. In 2005, 31% of organisations were state (head) offices of state organisations. In 2016, only 10.4% of respondent organisations were at this level (see Table 11).

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[18] Totals for 2016 may not reach 769 due to nonresponse.

Table 11 Organisation level, 2005 & 2016

Legal status	2005		2016	
	No.	%	No.	%
International organisation				
International office of an international organisation (head office)	N/A	N/A	8	1.0%
National office of an international organisation	24	5%	12	1.6%
State branch/office of an international organisation	13	3%	8	1.0%
Local branch/office of an international organisation	12	2%	18	2.3%
National organisation				
National office of a national organisation	44	9%	68	8.9%
State branch/office of a national organisation	22	5%	19	2.5%
Local branch/office of a national organisation	12	2%	51	6.6%
State organisation				
State office of a state organisation	149	31%	80	10.4%
Local branch/office of a state organisation	27	6%	29	3.8%
Local organisation				
Local organisation	143	30%	467	60.8%
Other				
Other	30	6%	8	1.0%
Total[19]	476	100%	768	100%

6.2 How do charities facilitate giving and volunteering?

This section examines four major approaches to generating support within the charity sector:

- fundraising
- volunteer recruitment
- community business partnerships, and
- social enterprise.

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[19] Totals for 2016 may not reach 769 due to nonresponse.

This section presents information about the following research questions.

- What are the rates and patterns of giving and volunteering in 2016?
- How are giving and volunteering behaviours changing over time including the use of innovative giving and volunteering platforms?
- To what extent are different sectors including arts, community services, environment, health, education etc. changing their fundraising approaches in response to changing patterns in giving and volunteering?[20]

The data presented in this section is drawn from the 2016 charity survey. While many questions correspond to those asked in 2005, a direct comparison is not provided due to the different samples as described in section 6.1. For more information on how these samples were constructed, refer to the methodology (section 5.4).

6.2.1   Overview of practices to attract support

In 2016, some 85% of charity survey respondents undertook activities to generate support, particularly fundraising (59%) and volunteer recruitment (62%). Fifteen per cent of respondents reported not undertaking any such practices or failed to answer the question.

In general, activities to generate support were more common among older organisations, especially fundraising and social enterprise, as per Table 12.

Table 12 Support generation by year of establishment 2016

Year established	Fundraising		Volunteer recruitment		Partnerships		Social enterprise		Total number of respondent organisations
	No.	%	No.	%	No.	%	No.	%	
Pre 1950	59	66.3%	55	61.8%	12	13.5%	17	19.1%	89
1950–1989	169	59.9%	192	68.1%	67	23.8%	41	14.5%	282
1990–2005	128	55.9%	136	59.4%	52	22.7%	28	12.2%	229
2006–2016	88	55.0%	90	56.3%	36	22.5%	17	10.6%	160
Total[21]	451	58.6%	479	62.3%	169	22.0%	104	13.5%	769

Table 13 shows the participation rate in support generation activities by the number of paid staff, which is often used as a measure of organisation size. Social enterprises were much more common in organisations with large numbers of staff.

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[20] This question is also addressed in *Giving Australia 2016: Giving and volunteering: the nonprofit perspective – supplementary appendix*.

[21] Totals may not add up due to nonresponse.

Similarly, organisations with no paid staff were much less likely to engage in community business partnerships than organisations with at least one staff member. Partnerships, like social enterprises, often require an investment of human resources at both the nonprofit and the business side to be successful. [22]

Table 13 Support generation activities by number of paid staff 2016

Number of paid staff	Fundraising		Volunteer recruitment		Partnerships		Social enterprise		Total number of respondent organisations
	No.	%	No.	%	No.	%	No.	%	
No paid staff	204	58.1%	197	56.1%	48	13.7%	29	8.3%	351
1–19	192	59.4%	219	67.8%	94	29.1%	54	16.7%	323
20–99	34	54.0%	45	71.4%	16	25.4%	13	20.6%	63
100 or more	21	65.6%	18	56.3%	11	34.4%	8	25.0%	32
Total	451	58.6%	479	62.3%	169	22.0%	104	13.5%	769

Revenue is another commonly used measure of organisation size. As with the number of staff, organisations with higher annual revenue were more likely to engage in social enterprise and community business partnerships.

Very few organisations (4%) were involved in all four activities (fundraising, volunteer recruitment, partnerships and social enterprise) in their previous financial year (see Table 14). It was most common for organisations to be involved in two of these activities. However, one-fifth of organisations without any paid staff were not involved in any support generation activities.

Organisations with 100 or more staff had similar levels of nonparticipation in support generation activities in the last year. This may have been due to a lack of need, if existing volunteer levels or if current funding contracts were sufficient.

Table 14 Number of support generation activities by number of paid staff 2016

Number of paid staff	No activities		One activity		Two activities		Three activities		Four activities	
	No.	%	No.	%	No.	%	No.	%	No.	%
No paid staff	71	20.2%	99	28.2%	129	36.8%	41	11.7%	11	3.1%
1–19	35	10.8%	79	24.5%	117	36.2%	74	22.9%	18	5.6%
20–99	6	9.5%	12	19.0%	30	47.6%	14	22.2%	1	1.6%
100 or more	6	18.8%	7	21.9%	5	15.6%	13	40.6%	1	3.1%
Total	118	15.3%	197	25.6%	281	36.5%	142	18.5%	31	4.0%

Sector also had an impact on which support generation means a charity used. Table 15 shows an overview of the percentage of charity survey respondents from different sectors that engaged in the

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[22] Partnerships are discussed in greater detail in *Giving Australia 2016: Business giving and volunteering.*

four surveyed support generation activities.[23] Fundraising was the primary activity for respondent organisations working in culture and recreation, education and international fields.

Table 15 Support generation by sector 2016[24]

Sector	Fundraising		Volunteer recruitment		Partnerships		Social enterprise		Total number of respondent organisations
	No.	%	No.	%	No.	%	No.	%	
Culture and recreation	64	72.7%	63	71.6%	23	26.1%	11	12.5%	88
Education	61	70.1%	54	62.1%	15	17.2%	12	13.8%	87
Health	46	58.2%	53	67.1%	21	26.6%	12	15.2%	79
Social services	96	61.1%	106	67.5%	46	29.3%	21	13.4%	157
Environment	8	38.1%	14	66.7%	7	33.3%	2	9.5%	21
Animal protection	10	83.3%	11	91.7%	1	8.3%	2	16.7%	12
Development and housing	12	32.4%	19	51.4%	11	29.7%	9	24.3%	37
Law, advocacy and politics	12	60.0%	12	60.0%	7	35.0%	4	20.0%	20
Philanthropic intermediaries	13	37.1%	13	37.1%	11	31.4%	4	11.4%	35
International	17	77.3%	15	68.2%	4	18.2%	-	-	22
Religion	105	53.6%	109	55.6%	17	8.7%	23	11.7%	196
Other	7	46.7%	10	66.7%	6	40.0%	4	26.7%	15
Total	451	58.6%	479	62.3%	169	22.0%	104	13.5%	769

Survey respondents were asked whether their organisation primarily serves their own members, the wider community or both. There was little difference in the percentage of organisations that fundraised between those that primarily serve their own members and those with a wider public/community focus (see Table 16). In terms of volunteer recruitment, those serving the wider public/community were slightly more likely to recruit volunteers. They were also more likely to engage in partnerships and be involved in social enterprise.

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[23] Not all sectors are shown in Table 15. *Giving Australia 2016: Giving and volunteering: The nonprofit perspective – supplementary appendix* examines different nonprofit sectors in greater detail.

[24] For a detailed description of all ICNPO categories, see http://www.abs.gov.au/ausstats/abs@.nsf/Latestproducts/5256.0Appendix12012-13?opendocument&tabname=Notes&prodno=5256.0&issue=2012-13&num=&view=.

Table 16 Support generation by member vs public focus 2016

Focus	Fundraising		Volunteer recruitment		Partnerships		Social enterprise		Total number of respondent organisations
	No.	%	No.	%	No.	%	No.	%	
Serves the needs of own members/supporters	32	54.2%	29	49.2%	8	13.6%	4	6.8%	59
Serves the wider public/community	108	57.1%	104	55.0%	43	22.8%	23	12.2%	189
Serves both the needs of its own members/ supporters and the wider public/community	309	59.5%	345	66.5%	118	22.7%	77	14.8%	519
Total	451	58.6%	479	62.3%	169	22.0%	104	13.5%	769

Table 17 displays the percentage of organisations located in major cities or regional or remote communities engaged in each support generation activity. There was little difference between organisations located in urban or regional areas in undertaking all activities. The percentage was slightly higher in all activities but fundraising for those located in regional or remote locations.

Table 17 Support generation by remoteness 2016

Focus	Fundraising		Volunteer recruitment		Partnerships		Social enterprise		Total number of respondent organisations
	No.	%	No.	%	No.	%	No.	%	
Major city	289	59.2%	293	60.0%	105	21.5%	57	11.7%	488
Regional or remote	161	58.1%	184	66.4%	64	23.1%	47	17.0%	277
Total	451	58.6%	479	62.3%	169	22.0%	104	13.5%	769

6.2.2   Fundraising

More than half (58.6%) of respondents to the 2016 charity survey undertook fundraising in their previous financial year. It was a common strategy among organisations of all sizes. The likelihood of undertaking fundraising did not change significantly according to the number of paid staff (ranging from 55%–68% across organisations of all sizes), although larger organisations were moderately more likely to engage in fundraising (see Table 13).

Fundraising sources

The charity survey found that in the past financial year, while ACNC-registered charities targeted a wide range of sources in their fundraising efforts, everyday donors were particularly significant, with 84.7% of fundraising organisations targeting this group. Sixty-eight per cent of organisations fundraising from everyday donors also said this group was their most significant source of revenue.

Around half of the organisations surveyed (48.1%) only targeted one type of fundraising source. For those that targeted everyday donors, 43.2% did not target any additional sources for funds while a further 21.2% targeted one additional source, the most common being government grants (27.2%) followed by corporate organisations (24.9%).

Table 18 shows the percentage of charity survey respondents that approached various types of sources in their fundraising and how significant these sources were. Corporate organisations, trusts and foundations, service clubs and HNWIs were the most significant source of revenue for less than a third of organisations approaching these sources.

Table 18 Fundraising sources 2016

Fundraising source	Targeted		Most significant (for those that targeted this source)	
	No.	%	No.	%
Everyday donors/general public	382	84.7%	261	68.5%
Government grants	125	27.7%	55	44.4%
Corporate organisations	112	24.8%	29	25.9%
Trusts and foundations	83	18.4%	22	26.8%
Service clubs	75	16.6%	11	14.9%
High-net-worth individuals	68	15.1%	21	31.3%
Members and affiliated persons	32	7.1%	29	90.6%
Other	36	8.0%	20	55.6%
Total	451	100%	N/A	N/A

The most commonly targeted fundraising sources varied with the size of the organisation, though everyday donors were the most common source for all sizes. As Table 19 shows, after everyday donors, the most commonly targeted sources for smaller organisations (<$250,000 in annual revenue) were government grants. For medium-sized organisations ($250,000–$1 million), government grants and corporate organisations were important, while for larger organisations (>$1 million), corporate organisations, HNWIs and trusts and foundations were all important.

Table 19 Fundraising sources by size of organisation 2016

Fundraising source	< $250,000		$250,000–$1M		>$1M	
	No.	%	No.	%	No.	%
Everyday donors/general public	227	82.5%	74	84.1%	81	92.0%
High-net-worth individuals	19	6.9%	13	14.8%	36	40.9%
Corporate organisations	47	17.1%	27	30.7%	38	43.2%
Trusts and foundations	28	10.2%	21	23.9%	34	38.6%
Service clubs	45	16.4%	16	18.2%	14	15.9%
Government grants	61	22.2%	37	42.0%	27	30.7%
Members or affiliated persons	24	8.7%	5	5.7%	3	3.4%
Other sources	28	10.2%	7	8.0%	1	1.1%

Fundraising practices

For those respondent organisations that engaged in fundraising, the most common fundraising practices for seeking nongovernment revenue in 2016 were other event-based fundraising (e.g. fêtes, barbecues) (42.1%), regular giving programs (38.8%) and membership fees (35.7%).

The focus groups and interviews revealed that many participants believed that events have become more popular in the past decade and that they can be easier to fundraise for due to new technologies and the ability to enable your supporters to fundraise for you.

> *All your event-based things I suppose, everybody does those online, but when you've got those Bridge to Brisbane or whatever on, you might get 20 people fundraising and they might have 10 people all supporting them and you might get $1,000 or 500 from each of those people. So you end up with $10,000 or $20,000. That's where you're making your money, more so than electronic appeal sort of things. They're no different really from sending out a mail appeal only if [sic] it's not costing you $4 or $5 for every time you post an envelope ... We're certainly seeing that grow quite significantly. I would say that it's probably trebled in the last three or four years the amount of money that comes to us from those sort of event things.*
> *- Interview, Digital giving manager, QLD*

Direct mail was found to be on par with email appeals (each used by approximately one in five respondents). Table 20 compares the most commonly used fundraising activities with the most significant activities (for those that use that activity).

Table 20 Most commonly used and significant fundraising activities 2016

Fundraising activity/practice	Used			Most significant	
	No.	% of fundraising organisations	% of total sample	No.	% of those that use activity
Regular giving	174	38.8%	22.6%	60	34.5%
Fundraising campaigns total	**132**	**29.3%**	**17.2%**	**33**	**25.0%**
Direct mail appeals	95	21.1%	12.4%	11	11.6%
Capital campaigns	17	3.8%	2.2%	3	17.6%
Other major gift fundraising	42	9.3%	5.5%	12	28.6%
Bequests	25	5.5%	3.3%	4	16.0%
Other campaign	10	2.2%	1.3%	3	30.0%
Face-to-face appeals total	**113**	**25.1%**	**14.7%**	**21**	**18.7%**
Face-to-face fundraising	65	14.4%	8.5%	9	13.8%
Other street collections	31	6.9%	4.0%	3	9.7%
Other doorknocks	4	0.9%	0.5%		
Other face-to-face	30	6.7%	3.9%	9	30.0%
Corporate appeals total	**127**	**28.2%**	**16.5%**	**25**	**19.8%**
Corporate gifts	19	4.2%	2.5%	-	-
Corporate sponsorship	72	16.0%	9.4%	18	25.0%
Corporate grants	28	6.2%	3.6%	1	3.6%
Corporate in-kind donations	48	10.6%	6.2%	3	6.3%
Payroll giving	22	4.9%	2.9%	-	-
Other workplace giving	12	2.7%	1.6%	1	8.3%
Other corporate	6	1.3%	0.8%	2	33.3%
Nongovernment grant seeking total	**160**	**35.5%**	**20.8%**	**48**	**30.0%**
Foundation grants	77	17.1%	10.0%	17	22.1%
Community grants	109	24.2%	14.2%	27	24.8%
Other nongovernment grants	13	2.9%	1.7%	3	23.1%
Events total	**258**	**57.2%**	**33.6%**	**90**	**35.0%**
Gala events/dinners	106	23.5%	13.8%	28	26.4%
Peer-to-peer fundraising events	22	4.9%	2.9%	2	9.1%
Other event-based fundraising	190	42.1%	24.7%	60	31.6%
Sale of goods total	**166**	**36.8%**	**21.6%**	**43**	**25.9%**
Sale of donated goods	84	18.6%	10.9%	23	27.4%
Sale of branded merchandise	46	10.2%	6.0%	8	17.4%
Sale of other new merchandise	31	6.9%	4.0%	5	16.1%
Other sale of goods	17	3.8%	2.2%	7	41.2%

Fundraising activity/practice	Used			Most significant	
	No.	% of fundraising organisations	% of total sample	No.	% of those that use activity
Gaming total	**119**	**26.4%**	**15.5%**	**15**	**12.6%**
Raffles	115	25.5%	15.0%	12	10.4%
Art unions	1	0.2%	0.1%	-	-
Bingo	6	1.3%	0.8%	3	50.0%
Other gaming	2	0.4%	0.3%	-	-
Technology-based appeals total	**158**	**35.0%**	**20.5%**	**17**	**10.6%**
Email appeals	94	20.8%	12.2%	7	7.4%
Crowdfunding	15	3.3%	2.0%	1	6.7%
Website donations	99	22.0%	12.9%	7	7.1%
Social media advertising	55	12.2%	7.2%	-	-
Social media appeals	37	8.2%	4.8%	1	2.7%
SMS appeals	4	0.9%	0.5%	-	-
Other mobile fundraising	1	0.2%	0.1%	-	-
Other technology-based appeals	2	0.4%	0.3%	1	50.0%
Media appeals total	**41**	**9.1%**	**5.3%**	**7**	**17.0%**
Radio-a-thon	3	0.7%	0.4%	1	33.3%
Telethon	2	0.4%	0.3%	-	-
Other radio appeal	14	3.1%	1.8%	-	-
Other TV appeal	1	0.2%	0.1%	-	-
Press appeal	18	4.0%	2.3%	1	5.6%
Other appeal	12	2.7%	1.6%	5	41.7%
Membership total	**182**	**40.4%**	**23.7%**	**36**	**19.7%**
Membership fees	161	35.7%	20.9%	27	16.8%
Donor clubs/circles	19	4.2%	2.5%	2	10.5%
Other member based	20	4.4%	2.6%	7	35.0%
Other total	**60**	**13.3%**	**7.8%**	**14**	**23.4%**
Rounding up of bills	5	1.1%	0.7%	-	-
Telemarketing for donations	5	1.1%	0.7%	-	-
Auctions	31	6.9%	4.0%	1	3.2%
Other	28	6.2%	3.6%	13	46.4%

As Table 20 shows, bequests were an underused tool by most respondent organisations, with only 5.5% of those who fundraised seeking gifts in Wills. Furthermore, the *Individual giving and volunteering* survey found that only 7.4% of those with a Will had included a charitable bequest.[25] However, the significance of bequests as a fundraising vehicle was highlighted by interview and focus group participants, who discussed how bequests could impact upon organisations and communities, both at the time of receipt and into the future.

> *... we have some bequests that are still delivering funds to us at 110 years old. Amazing ... It really does show you that you can still have an impact 100 years after you die for that community that you love.*
> **- Focus group, NPO fundraisers, VIC**

In general, larger organisations were as or more likely to undertake most fundraising activities than medium or small organisations. A notable exception to this trend was membership fees, which were more common among smaller organisations (see Table 21).

> *... a lot of them [NPOs] survive because the members pay subscriptions to be part of the organisation and that membership money keeps the organisation afloat.*
> **- Focus group, Virtual volunteers, QLD**

Integrating technology to aid more traditional mechanisms of giving was also highlighted.[26]

> *I used Facebook quite effectively for a sausage sizzle, a local sausage sizzle. We can't be absolutely sure, but it was very successful. And you can't say that it was because of Facebook, but you know, it was remarkably successful. We did much better than expected, and other ones where we didn't do that [use Facebook] we didn't do as well.*
> **- Focus group, NPO fundraisers, VIC**

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[25] Further information on bequests and Will-making by individuals can be found in *Giving Australia 2016: Individual giving and volunteering*.

[26] For more on the use of technology, see section 6.3.

Table 21 Occurrence of fundraising activities by revenue 2016

Fundraising activity/practice	Small (< $250,000)		Medium ($250,000 – $1M)		Large (>$1M)	
	No.	%	No.	%	No.	%
Regular giving	93	33.9%	36	41.4%	45	51.1%
Fundraising campaigns total	**56**	**20.4%**	**23**	**26.1%**	**53**	**60.2%**
Direct mail appeals	40	14.5%	14	15.9%	41	46.6%
Capital campaigns	4	1.5%	5	5.7%	8	9.1%
Other major gift fundraising	12	4.4%	5	5.7%	25	28.4%
Bequests	4	1.5%	5	5.7%	16	18.2%
Other campaign	4	1.5%	2	2.3%	4	4.5%
Face-to-face appeals total	**70**	**25.5%**	**27**	**30.7%**	**16**	**18.2%**
Face-to-face fundraising	39	14.2%	17	19.3%	9	10.2%
Other street collections	22	8.0%	4	4.5%	5	5.7%
Other doorknocks	3	1.1%	1	1.1%	-	-
Other face-to-face	19	6.9%	7	8.0%	4	4.5%
Corporate appeals total	**53**	**19.3%**	**35**	**39.8%**	**39**	**44.3%**
Corporate gifts	8	2.9%	6	6.8%	5	5.7%
Corporate sponsorship	32	11.6%	15	17.0%	25	28.4%
Corporate grants	10	3.6%	10	11.4%	8	9.1%
Corporate in-kind donations	18	6.5%	10	11.4%	20	22.7%
Payroll giving	4	1.5%	3	3.4%	15	17.0%
Other workplace giving	5	1.8%	3	3.4%	4	4.5%
Other corporate	2	0.7%	4	4.5%	-	-
Nongovernment grant seeking total	**74**	**26.9%**	**45**	**51.1%**	**41**	**46.6%**
Foundation grants	27	9.8%	20	22.7%	30	34.1%
Community grants	57	20.7%	32	36.4%	20	22.7%
Other nongovernment grants	8	2.9%	3	3.4%	2	2.3%
Events total	**160**	**58.2%**	**41**	**46.6%**	**66**	**75**
Gala events/dinners	53	19.3%	15	17.0%	38	43.2%
Peer-to-peer fundraising events	5	1.8%	9	10.2%	8	9.1%
Other event-based fundraising	127	46.2%	30	34.1%	43	48.9%
Sale of goods total	**108**	**39.3%**	**35**	**39.8%**	**23**	**26.1%**
Sale of donated goods	58	21.1%	15	17.0%	11	12.5%
Sale of branded merchandise	29	10.5%	8	9.1%	9	10.2%
Sale of other new merchandise	18	6.5%	9	10.2%	4	4.5%
Other sale of goods	10	3.6%	5	5.7%	2	2.3%

Fundraising activity/practice	Small (< $250,000)		Medium ($250,000 – $1M)		Large (>$1M)	
	No.	%	No.	%	No.	%
Gaming total	**75**	**27.3%**	**22**	**25.0%**	**22**	**25.0%**
Raffles	73	26.5%	21	23.9%	21	23.9%
Art unions	-	-	1	1.1%	-	-
Bingo	3	1.1%	1	1.1%	2	2.3%
Other gaming	1	0.4%	1	1.1%	-	-
Technology-based appeals total	**75**	**27.3%**	**35**	**39.8%**	**48**	**54.5%**
Email appeals	41	14.9%	20	22.7%	33	37.5%
Crowdfunding	7	2.5%	4	4.5%	4	4.5%
Website donations	37	13.5%	22	25.0%	40	45.5%
Social media advertising	24	8.7%	9	10.2%	22	25.0%
Social media appeals	19	6.9%	7	8.0%	11	12.5%
SMS appeals	2	0.7%	1	1.1%	1	1.1%
Other mobile fundraising	1	0.4%	-	-	-	-
Other technology-based appeals	1	0.4%	1	1.1%	-	-
Media appeals total	**26**	**9.5%**	**7**	**8.0%**	**8**	**9.1**
Radio-a-thon	3	1.1%	-	-	-	-
Telethon	-	-	1	1.1%	1	1.1%
Other radio appeal	12	4.4%	2	2.3%	-	-
Other TV appeal	1	0.4%	-	-	-	-
Press appeal	11	4.0%	3	3.4%	4	4.5%
Other appeal	7	2.5%	2	2.3%	3	3.4%
Membership total	**126**	**45.8%**	**33**	**37.5%**	**23**	**26.1%**
Membership fees	116	42.2%	29	33.0%	16	18.2%
Donor clubs/circles	9	3.3%	4	4.5%	6	6.8%
Other member based	14	5.1%	5	5.7%	1	1.1%
Other total	**30**	**10.9%**	**16**	**18.2%**	**14**	**15.9%**
Rounding up of bills	-	-	3	3.4%	2	2.3%
Telemarketing for donations	-	-	-	-	5	5.7%
Auctions	14	5.1%	10	11.4%	7	8.0%
Other	19	6.9%	6	6.8%	3	3.4%
Total number of organisations	**275**	**N/A**	**88**	**N/A**	**88**	**N/A**

Table 22 shows sector differences in fundraising practices. For example:

- The majority of respondent charities in the culture and recreation sector used membership-based appeals (79%)
- The majority of respondent charities in the education sector used events (61%)
- The majority of respondent religious charities had a regular giving program (75%), and
- Charities from the health sector were most likely to use technology-based appeals (54%).

Table 22 Percentage of charities from different sectors using different fundraising practices 2016[27]

	Culture and recreation		Education		Health		Social services		Religion	
Regular giving program	10	16.1%	17	27.9%	11	23.9%	25	26.0%	79	75.2%
Fundraising campaigns	18	28.1%	16	26.2%	15	32.6%	26	27.1%	30	28.6%
Face-to-face appeals	20	31.3%	14	23.0%	10	21.7%	25	26.0%	21	20.0%
Corporate appeals	15	23.4%	16	26.2%	25	54.3%	36	37.5%	9	8.6%
Nongovernment grant seeking	26	40.6%	15	24.6%	21	45.7%	45	46.9%	20	19.0%
Events	36	56.3%	46	75.4%	28	60.9%	57	59.4%	55	52.4%
Sale of goods	21	32.8%	23	37.7%	18	39.1%	34	35.4%	34	32.4%
Gaming	22	34.4%	22	36.1%	18	39.1%	30	31.3%	6	5.7%
Technology-based appeals	16	25.0%	20	32.8%	22	47.8%	41	42.7%	21	20.0%
Media appeals	6	9.4%	3	4.9%	6	13.0%	11	11.5%	5	4.8%
Membership	48	75.0%	22	36.1%	21	45.7%	36	37.5%	23	21.9%
Other	11	17.2%	8	13.1%	5	10.9%	13	13.5%	7	6.7%
Total number of organisations	64	N/A	61	N/A	46	N/A	96	N/A	105	N/A

Table 23 displays the percentage of fundraising organisations in major cities and regional locations using different fundraising activities. Regular giving programs, fundraising campaigns, corporate appeals and technology-based appeals were more commonly used by organisations located in major cities. Nongovernment grant seeking, sale of goods and gaming were used by regional/remote charities more often than those located in major cities. There was no difference between major citiies and other locations on use of face-to-face appeals, events, media appeals and membership.

[27] Other sectors are not displayed due to sample size being less than 20 organisations.

Table 23 Fundraising activities by remoteness 2016

	Major city		Regional/Remote		All fundraising charities	
Regular giving program	127	43.9%	47	29.4%	174	174
Fundraising campaigns	100	34.6%	32	19.9%	38.8%	38.8%
Face-to-face appeals	72	24.9%	41	25.5%	132	132
Corporate appeals	91	31.5%	36	22.4%	29.3%	29.3%
Nongovernment grant seeking	91	31.5%	69	42.9%	113	113
Events	165	57.1%	93	57.8%	25.1%	25.1%
Sale of goods	92	31.8%	74	46.0%	127	127
Gaming	62	21.5%	57	35.4%	28.2%	28.2%
Technology-based appeals	123	42.6%	35	21.7%	160	160
Media appeals	27	9.3%	14	8.7%	35.5%	35.5%
Membership	112	38.8%	70	43.5%	267	267
Other	46	15.9%	14	8.7%	59.2%	59.2%
Total number of organisations	289	100%	161	100%	451	100%

Fundraising resources

The charity survey found that human resources remain the most valuable fundraising resource. In 2016, volunteer fundraisers were the most commonly used resource in fundraising. The importance of volunteer fundraisers is summed up in the following:

> *I think people question professional fundraisers' motives if they call ... So if ... you're a volunteer, it just sort of comes from the sort of authenticity and that creates that personal connection to the organisation.*
> *- Focus group, Digital giving managers, Online*

Paid fundraising staff, other internal staff and volunteer fundraisers were all identified as very useful resources (see Table 24). This was similar in 2005, where staff and volunteers were most commonly found to be 'very useful' fundraising resources. Conversely, online and electronic resources continued to be used and found useful by only small numbers of respondents.

Table 24 Fundraising resources and usefulness 2016

Resource	Used		Quite or extremely useful	
	No.	%	No.	%
Paid internal fundraising staff	66	14.6%	56	84.9%
Other internal staff	95	21.1%	89	94.7%
Volunteer fundraisers	255	56.5%	216	85.3%
Services of an external commercial consultant	11	2.4%	N/A	N/A
Information received from printed documents	29	6.4%	16	55.1%
Fundraising resources from the internet	38	8.4%	19	50.0%
Information received through a course/seminar	23	5.1%	14	60.9%
Information received from a nonprofit support organisation	25	5.5%	15	60.0%
Information received from a for-profit support organisation	9	2.0%	N/A	N/A
Advice from another NPO	28	6.2%	21	75.0%
Advice from the board and/or a board member	89	19.7%	71	79.8%
Networking with peers	112	24.8%	89	79.5%
Online fundraising platforms	35	7.8%	19	54.2%
Mobile phone apps	4	0.9%	3	75.0%
Social media	74	16.4%	45	60.8%
Other	27	6.0%	26	89.7%

Nearly all respondent charities confirmed that they do not swap or share their donor list and/or database with other charities or NPOs as part of their fundraising practices (see Figure 2). Most respondent charities using email mailing lists (72.2%) used an 'unsubscribe' option in their emails.

Other forms of accountability in fundraising and communication were less consistently used. For example, organisations that had a donor charter tended to be larger, both in terms of number of staff and revenue. Just under 7% of organisations with income less than $250,000 had some form of donor charter, compared to nearly one-quarter (24.6%) of those with income over $1 million.

Emails allow people to unsubscribe from mailing list — 72.7%
Website allows people to unsubscribe from mailing list — 56.8%
Has donor charter — 11.7%
Fundraising complaints procedure available on website — 9.5%
Organisation swaps or shares donor list/database with other NPOs — 1.3%
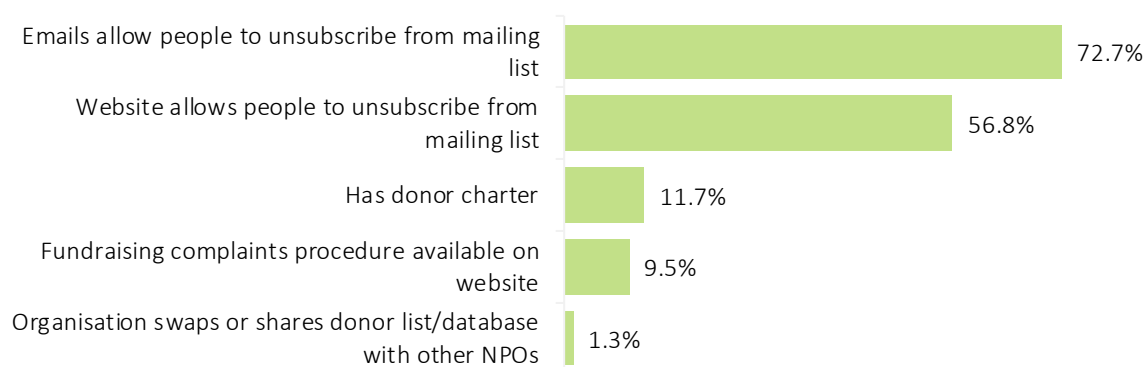
Figure 2 Fundraising related practices 2016

Reasons for not undertaking fundraising

The primary reasons listed for not fundraising at all in the previous year were not having the personnel (staff or volunteer) to undertake fundraising, followed by there being no need to raise extra revenue (see Table 25). Importantly, nearly one-fifth did not see fundraising as an effective way to generate income.

Table 25 Reasons for not undertaking fundraising 2016

Reason for not fundraising	No.	%
There was no need to raise extra revenue	120	37.7%
We did not see fundraising as an effective way to generate income	59	18.6%
We did not have the financial resources to undertake fundraising	69	21.7%
We did not have the staff/volunteer resources to undertake fundraising	123	38.7%
We did not have a designated fundraising/development officer or team	80	25.2%
Our Board did not support fundraising	21	6.6%
We were not sure how to go about fundraising	21	6.6%
Unable to due to law	8	2.5%
Do not believe in fundraising	11	3.5%
Appeal to members only	8	2.5%
Other	20	6.3%

Respondent organisations identified having more volunteers to fundraise as the main factor that would improve their capacity to fundraise. This was followed by more money to resource fundraising and employing an internal fundraising staff member (see Table 26).

Table 26 What would most improve the organisation's capacity to fundraise 2016?

What would most improve capacity to fundraise	No.	%
Having more volunteers to fundraise	42	31.6%
More money to resource fundraising	34	25.6%
Employing an internal fundraising staff member	27	20.3%
A better understanding of fundraising best practices	20	15.0%
Gaining DGR status	15	11.3%
Developing the skills of the current staff (e.g. attend more training courses and seminars on fundraising)	14	10.5%
Improving/developing fundraising database	10	7.5%
Greater involvement in fundraising by board members	12	9.0%
Using external fundraising consultants	9	6.8%
Increasing the size of the fundraising team	9	6.8%
Greater understanding of fundraising by board members	7	5.3%
Greater understanding of fundraising by the CEO	6	4.5%
Improved understanding of online fundraising by staff	8	6.0%
More physical space (e.g. for staff, volunteers or IT equipment)	7	5.3%
Acquiring/developing IT hardware and software	5	3.8%
Greater involvement in fundraising by the CEO	4	3.0%
More members	9	6.8%
Other	6	4.5%

6.2.3   Volunteering

Table 27 displays the number of volunteers for all organisations in 2016. Almost all charities responding to the 2016 charity survey had help from volunteers in carrying out their mission in their most recent financial year (93.4%). Charities were most likely to have between 1 and 19 volunteers (46.2%) or 20–99 volunteers (35.2%). Only 12% of charities had 100 or more volunteers.

Table 27 Number of volunteers 2016

Number of volunteers	No.	%
None	51	6.6%
1-19	355	46.2%
20-99	271	35.2%
100+	92	12.0%
Total	769	100%

The number of hours collectively contributed by volunteers each week to a charity varied (see Table 28). More than one-third (37.8%) of respondent organisations reported that their organisation received between one and nine hours per week from their volunteers in total.

Table 28 Total number of hours contributed by volunteers per week 2016

Total number of volunteer hours per week on average	No.	%
None	24	3.4%
1–9 hours per week	270	37.8%
10–19 hours per week	119	16.7%
20–49 hours per week	115	16.1%
50–99 hours per week	79	11.1%
100–499 hours per week	89	12.5%
500–999 hours per week	10	1.4%
1000+ hours per week	8	1.1%
Total[28]	715	100%

Virtual volunteering

Half (49.6%) of all organisations with volunteers offered virtual volunteering opportunities, where people could volunteer without being physically at the organisation. Most commonly, these opportunities involved volunteering online (see Table 29).

Table 29 Virtual volunteering activities 2016

Virtual volunteering activities	No.	%
Skilled online volunteering	225	63.2%
Promoting a cause via social media e.g. fundraising or advocacy	198	55.6%
Other online volunteering	186	52.2%
Via a phone e.g. to maintain contact with a vulnerable person	111	31.2%
Via Skype e.g. reading program, mentoring or coaching	29	8.1%
Online chat room support for vulnerable people e.g. mental health support via an instant messaging service	10	2.8%
In person volunteering, outside of the organisation	18	5.1%
Performing tasks from home e.g. cooking, repairs, preparing resources etc.	12	3.4%
Other	27	7.6%
Total	356	100%

Focus groups and interviews predicted that virtual volunteering will become even more prevalent in the future.

> *I think just the short term virtual volunteering, people just coming in doing assignments, and potentially on the other side of the world and contributing a huge amount to organisations. I think that will grow a bit more in the next ten years.*
> *- Focus group, Managers of volunteers, VIC*

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[28] Numbers may not add up due to nonresponse.

Board remuneration and volunteer recognition

Organisations were asked how their board members were engaged for their services.[29] Most (90.4%) provided no remuneration, with 20.9% reimbursing expenses incurred in carrying out the role. Some 5.3% provided an honorarium, and 1.8% provided Director's compensation.[30]

Public acknowledgment of individual volunteers was the most commonly reported way to recognise volunteer contributions (55.7%) as per Table 30**Error! Reference source not found.**. However, close to 15% of respondents reported that their organisation did not provide any formal recognition to their volunteers.

Table 30 Volunteer recognition 2016

Recognition activity	No.	%
Public acknowledgment of individual volunteers	400	55.7%
Special gathering/celebration, such as end of year celebrations and National Volunteer Week	304	42.3%
Personal written thank you	296	41.2%
Certificate of appreciation/thank you gift	251	35.0%
References to assist with job seeking	192	26.7%
Opportunity to attend events for free/subsidised rate	157	21.9%
Preferential/specialised access to organisation's facilities/events	89	12.4%
Giving of branded merchandise (e.g. t-shirt)	66	9.2%
Verbal thank you	9	1.3%
Other	8	1.1%
No recognition is provided to volunteers	106	14.8%
Total	718	100%

Volunteer management

In terms of the management support provided to volunteers, of the respondent organisations with volunteers, 56.7% had a training program (for 18% this was a formal program, and for 38.7% this was an informal program), 39.3% had position descriptions for volunteers, while only 6.4% had formal contracts for their volunteers (see Figure 3).

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[29] Multiple responses were allowed for this question.

[30] Some 0.7% engaged their board members in other ways, including an honorarium for the chairperson alone and a travel allowance.

Position descriptions — 39.3%
Written agreements — 20.3%
Formal contracts — 6.4%
Induction and exit interviews — 24.9%
Formal training program — 18.0%
Informal training program — 38.7%
No volunteer training program — 36.1%
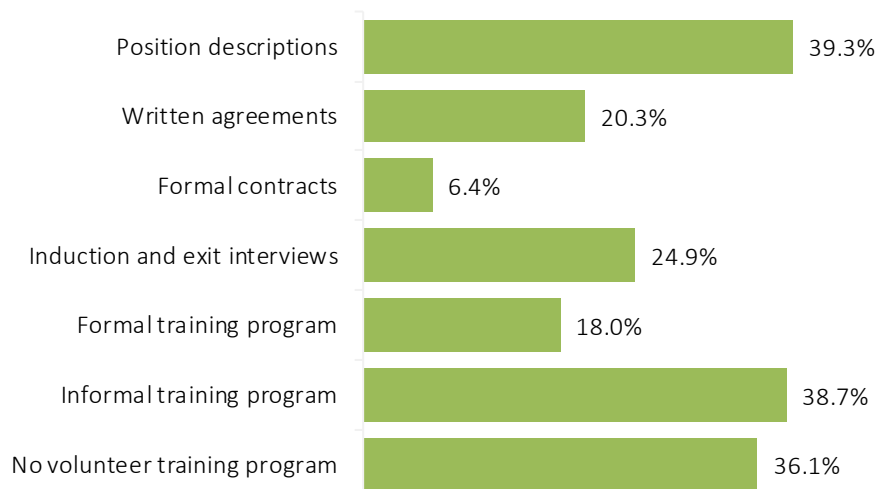
Figure 3 Volunteer management 2016

In terms of managing their volunteers, around half (50.8%) of respondent organisations with a volunteer program had employed a paid (23.8%) or unpaid (27%) manager/coordinator of volunteers in the past.

Managers of volunteers were seen by many focus group and interview participants as critical to the success of the organisation but it was challenging to support ad hoc volunteering arrangements while trying to meet the organisation's need for certainty around the timing and quality of particular outputs of volunteer work.

> *Overworked, underpaid. Undervalued. So I think it's something that's absolutely critical to the sustainability and success of the volunteering sector, but I think that there is still a perception amongst government, policy makers and community maybe that volunteering is free, and that people just do it for free and so it doesn't cost anything. So I think the key issue of volunteering is to get appropriate resourcing for the infrastructure that enables volunteering to happen, and most of that comes from volunteer managers. So they need to be properly funded as positions. There needs to be proper funding for the sector to enable training of volunteer managers. They need to be valued within their organisations by senior management. And I think that any plans that are made for the volunteering sector have to include a component for proper resourcing of volunteer managers, otherwise, the whole thing will just fall in a heap.*
> *- Focus group, Managers of volunteers, VIC*

Managers of volunteers, when interviewed felt that there can be a lack of understanding and support for their role perhaps due to it growing organically from an existing role until there are substantial numbers of volunteers.

Volunteer managers are often under qualified for the positions that we need to take on because we have so much responsibility and so many duties … we often don't have a counselling degree, but we tend to do a lot of counselling in our roles. And I think also like what you were saying, volunteers don't come with a pay contract, they come with an emotional contract, and we have to fulfil that emotional contract for these volunteers to keep them. And yeah, we often aren't given the training and the development and the skills to be able to do that in our role.
- Focus group, Managers of volunteers, VIC

However, investing in strong management systems for their volunteers can lead to success in the whole program.

We have had success in growing our volunteers. We've got a really expert system that we've developed around recruitment, training, retention and replenishing/refreshing our volunteers across all ages. We're really good at understanding what gives a volunteer value.
- Interview, Social enterprise, VIC

6.2.4   Volunteer recruitment

Some 62.3% of respondents to the charity survey actively recruited volunteers in 2016. Organisation size did not affect the likelihood of volunteer recruitment.

Volunteer recruitment resources

Table 31 displays the usage and usefulness of various resources to recruit volunteers. In 2016, word of mouth was the most commonly used, but a paid manager/coordinator of volunteers was considered the most useful.

Table 31 Usage and usefulness of volunteer recruitment resources 2016

Volunteer recruitment resource	Used		Quite or extremely useful	
	No.	%	No.	%
Word of mouth	366	76.4%	244	67.1%
Other volunteer staff	211	44.1%	147	69.7%
Organisation's website	169	35.3%	72	42.8%
Newsletters	167	34.9%	55	33.2%
Email	144	30.1%	69	48.3%
Social media	142	29.6%	65	46.4%
Events	112	23.4%	53	48.2%
Other paid staff	104	21.7%	79	79.0%
Unpaid manager/coordinator of volunteers	89	18.6%	65	58.4%
Advice from the board and/or a board member	79	16.5%	59	74.7%
Paid manager/coordinator of volunteers	79	16.5%	66	83.6%
Volunteering resources/information from the internet	58	12.1%	19	32.7%
Community centre noticeboards e.g. library	57	11.9%	22	38.6%
Newspaper promotion	55	11.5%	23	44.3%
Information received from a nonprofit support organisation or centre	53	11.1%	26	50.0%
Contact person within a business organisation (e.g. for employee volunteering)	53	11.1%	30	56.6%
Information received from printed documents	42	8.8%	15	35.7%
Advice from another NPO	42	8.8%	25	59.5%
Centrelink/job service provider referral	37	7.7%	20	54.0%
Volunteer matching site	33	6.9%	23	69.7%
Radio promotion	28	5.8%	16	57.2%
Information received through course/seminar	22	4.6%	10	45.4%
Online promotion e.g. Pro Bono Australia, Seek, listing on peak body's website	19	4.0%	6	31.6%
Services of a government agency	15	3.1%	8	53.3%
Incentives to either help recruit or to volunteer	7	1.5%	4	57.2%
Services of an external consultant	5	1.0%	0	0.0%
TV promotion	1	0.2%	1	100%
Other	12	2.5%	25	83.4%

Table 32 displays the presence of volunteer-related practices by whether the organisation undertook recruitment or not. Some 28.8% of those who recruited volunteers had a paid manager/coordinator of volunteers, compared to 11.8% of those who did not recruit volunteers.

Table 32 Presence of volunteer-related practices by active recruitment 2016

Volunteer-related practice	Undertook recruitment		Did not undertake recruitment		All organisations with volunteers	
	No.	%	No.	%	No.	%
Paid manager/coordinator of volunteers	138	29.4%	34	13.3%	171	23.8%
Unpaid manager/coordinator of volunteers	143	30.5%	53	20.7%	194	27.0%
Formal contracts for volunteers	41	8.6%	5	1.7%	46	6.4%
Written agreements with volunteers	123	25.7%	24	8.3%	146	20.3%
Position descriptions for volunteers	225	47.0%	59	20.3%	282	39.3%
Induction and exit interviews	151	31.5%	28	9.7%	179	24.9%
Formal training program for volunteers	111	23.2%	18	6.2%	129	18.0%
Informal training program for volunteers	215	44.9%	64	22.1%	278	38.7%
Total	479	62.3%	290	37.7$	718	93.4%

Success of volunteer recruitment

Overall, most respondents had some success recruiting volunteers, with only 15.7% reporting they were not very successful or not successful at all (see Figure 4). Organisations with a manager of volunteers (paid or unpaid) had greater success recruiting volunteers (52.7% quite or extremely successful) than organisations without a manager of volunteers (37.8%).
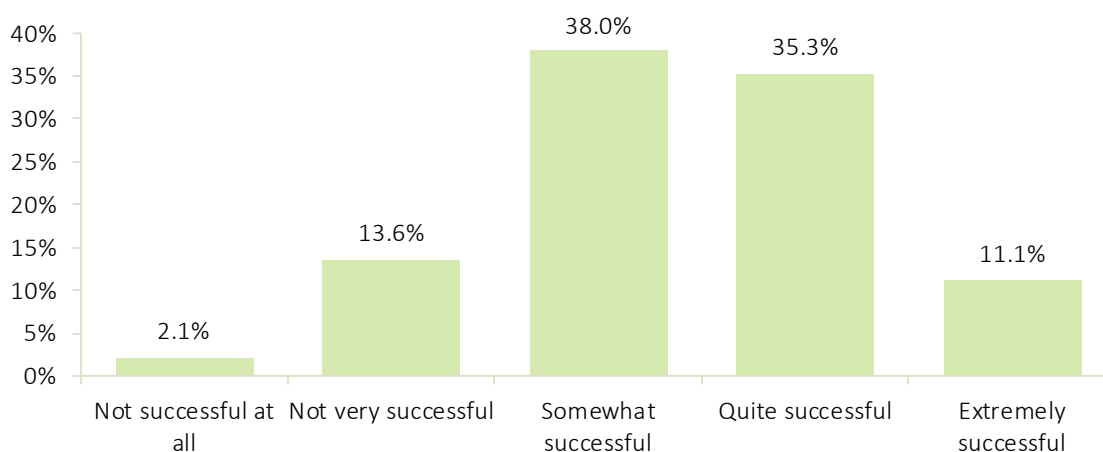
Figure 4 Success of volunteer recruitment 2016

Why didn't charities recruit volunteers?

The top reason respondents to the charity survey did not engage in volunteer recruitment in the past financial year was having no need for extra volunteers (see Table 33). This was followed by not having the staff or volunteer resources to undertake recruitment.

Table 33 Reasons for not engaging in volunteer recruitment 2016

Reason for not recruiting	No.	%
We had no need for extra volunteers	207	71.4%
We do not have the staff/volunteer resources to undertake recruitment	37	12.8%
We do not have the financial resources to undertake recruitment	35	12.1%
We do not have the capacity to train or supervise volunteers	34	11.7%
The charity's cause makes it difficult to recruit volunteers	20	6.9%
We did not have the physical space for volunteers	16	5.5%
Our Board did not support recruiting volunteers	13	4.5%
Insurance and liability issues	12	4.1%
We were not sure how to go about recruiting volunteers	12	4.1%
Cost/effort of police checks, blue cards and other checks/cards	9	3.1%
We do not have the technology to manage volunteers	9	3.1%
The location of the organisation does not enable volunteers	6	2.1%
Other	13	4.5%
Total	290	100%

Table 34 displays the most helpful ways that organisations would be able to improve their capacity to recruit volunteers. More money to devote to recruitment and training of volunteers was most commonly reported as improving the capacity of the organisation to recruit volunteers. A better understanding of the issues involved in volunteer recruitment and engaging in a partnership with a business organisation were also identified as ways organisations could improve their capacity to recruit volunteers.

Table 34 What would improve the capacity to recruit volunteers 2016?

What would improve capacity to recruit volunteers?	No.	%
More money for us to devote to volunteer recruitment and training	25	30.1%
Better understanding of the issues involved in volunteer recruitment	12	14.5%
Engaging in a partnership with a business organisation	12	14.5%
Engaging an internal unpaid manager of volunteers	9	10.8%
Employing an internal paid manager of volunteers	10	12.0%
Better regulatory framework for volunteering	7	8.4%
Obtaining volunteer insurance/protection from external liabilities	6	7.2%
Attending more training courses and seminars on volunteering	3	3.6%
Using external consultants	2	2.4%
Other	9	10.8%
Total	83	100%

6.2.5 Corporate volunteering

Given the high numbers of charities involving volunteers, relatively few (10.8%) reported experience with corporate or employee volunteering in the past financial year. Corporate or employee volunteering was typically established through a personal connection (44.2%) or as part of a partnership with business (33.8%). Other catalysts included corporate networks (116.9%), an event (14.3%), NPOs acting as brokers (7.8%) and consultants (5.2%).

Of those relatively few charities with experience of corporate or employee volunteering, 20.3% reported that organisational change was required such as additional staff or changing systems and programs.

Most (70.4%) of the respondents not using corporate/employee volunteers did not believe their organisation had the capacity to use them. The most common reason was that the cause was not suited to employee volunteering (see Table 35).

Table 35 Improving capacity for corporate/employee volunteers 2016

	No.	%
Our cause is not suited to employee volunteering	316	66.1%
Lack of appropriate staff to manage and/or support employee volunteers	156	32.6%
The financial cost involved	114	23.8%
Paperwork, insurance and liability issues	81	16.9%
Lack of appropriate and sufficient infrastructure and technology	79	16.5%
The amount of time employee volunteers can offer doesn't suit our organisation	75	15.7%
The unpredictable nature of the time employee volunteers offer	72	15.1%
It is too time-consuming to recruit and manage employee volunteers	62	13.0%
We cannot accommodate the number of employee volunteers that organisations require	40	8.4%
Other	19	4.0%

More in-depth feedback from the interview and focus group participants highlighted that corporate volunteering programs can be burdensome for an organisation, requiring intensive resources and administration to design a meaningful program and manage a large number of corporate volunteers.

> *We can sometimes get corporates ringing up saying 'Look, we've got a group of 20 people. They're free on Wednesday the 18th of September between 10:00 and 2:00. What have you got for them?' … there could be a more flexible way of releasing those people to do something with that organisation whether it be mentoring or using their professional skills as individuals, rather than doing things as a team. I can understand why groups or companies want to do that because it's team building and bonding and all of that stuff for them, but it's probably approaching the whole opportunity of volunteering from their perspective rather than the not-for-profit's perspective and the needs of the not-for-profit.*
> *- Interview, Average donor, QLD*

For others, though it was well worth the effort.

> *It takes time to plan what they're going to do, but it is worth tens of thousands to the organisation financially, just for the money coming in, and then you've got the work actually done. It has a predictability. So for my mind, the best corporate volunteering is where it's invoiced and paid up ahead. It's in the calendar, and so one can plan work against it. Community volunteering of individuals can be more ad hoc because people can wake up in the morning or things can happen in their lives, and they don't turn up. So corporate volunteering to my mind is highly valuable.*
> *- Focus group, Social enterprise, VIC*

6.2.6 Community business partnerships

Twenty-two per cent of respondents reported being currently involved in at least one partnership with business. [31]

The most common number of partnerships was one per organisation, though high numbers for some respondents increased the mean number to five. The highest reported number of partnerships for any one organisation was 100.

Of those charities reporting involvement in partnerships, nearly half were involved with 2–5 partnerships (see Table 36). Only 9% were involved in 10 or more partnerships.

Table 36 Number of community business partnerships 2016

Number of partnerships	No.	%
One partnership	55	33.3%
2–5 partnerships	76	46.1%
6–10 partnerships	19	11.4%
10 or more partnerships	15	9.1%
Total	169	100%

Just as large businesses reported an increase in partnerships, NPOs similarly were working towards more partnerships with businesses. [32]

> There's also a bit of a shift thought at the moment away from just people giving money … there's a bit more of a shift to an arrangement that's mutually beneficial. So it's a partnership rather than just someone handing over hundreds of thousands of dollars or thousands of dollars … There needs to be some benefit, I guess, for both parties.
> - Focus group, NPO fundraisers, ACT

Charities reported a range of benefits from their most significant community business partnership. Contributions of services and promoting the charity were the primary benefits identified by respondents, followed by monetary contributions (see Table 37).

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[31] A community business partnership is most frequently a formal agreement between a business and one or more NPOs where the enterprise provides either funds, management time and capability, workplace volunteers, products and services (or all of these) to an NPO to support its work and objectives, or for a special purpose; and the NPO agrees how resources provided by the business will be applied and expended. Most community partnerships are defined by an agreed timeframe and outcomes that will be generated by the partnership.

[32] For more on business giving, see *Giving Australia 2016: Business giving and volunteering*.

Table 37 Key elements of most significant partnership 2016

Element of partnership	Number	Percentage
Contributions of services	83	50.3%
Promoting your charity and its cause/work	81	49.1%
Money	66	40.0%
Mentoring	36	21.8%
Goods	36	21.8%
Business employee volunteering	21	12.7%
Someone from the business joining your board	18	10.9%
Business employee secondments	5	3.0%
Other	20	12.1%
Total	165	100%

An example of promotion of the charity was highlighted in the following focus group quote.

The [sports team] have got an 8,800 person database. You negotiate with them for a sport and charity strategic partnership, you've already got an 8,800 database of people that will already sign because the [sports team] have said, 'These people are the people that you need to do business with,' because it's such a competitive world.

- Focus group, NPO fundraisers, QLD

Figure 5 displays the percentage of charities surveyed that were engaged in partnerships by year of establishment. Organisations established after 1950 were more likely to be involved in at least one partnership with business than organisations established before 1950.

Figure 5 Percentage of NPOs in community business partnerships by year of establishment 2016

Figure 6 displays the breakdown of staff numbers for charities engaged in community business partnerships. Only 13.7% of charities run entirely on volunteers were engaged in community business partnerships, compared to 34.4% of organisations with 100 or more paid staff. Charities with at least

one paid staff member were also more likely to be involved in a partnership than those without any paid staff.
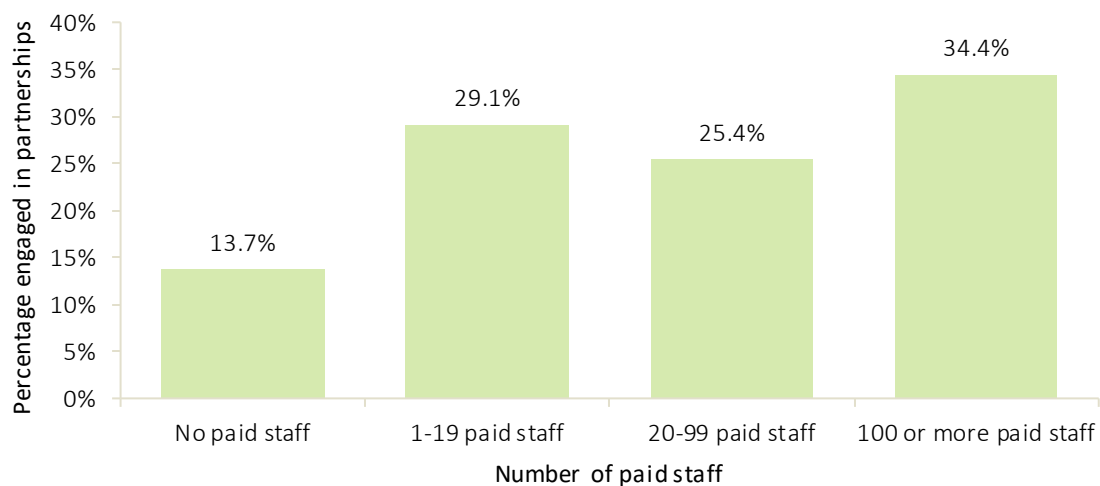
Figure 6 Percentage of charities in community business partnerships by number of paid staff 2016

This result is consistent with the *Business giving and volunteering* survey, which identified human resources as key to businesses in administering partnerships. Nearly one-fifth of charities that did not engage in partnerships identified a lack of staff or financial resources as the reason for not being involved (see Table 38). Interestingly, the majority of respondents were open to business partnerships but viewed the barriers to doing so as prohibitive for various reasons, including: inability to match business' priorities with their own; a lack of resources; or a lack of interest from business despite efforts to engage (see Table 38).

Table 38 Reasons for not partnering with business 2016

Reason for not participating in community business partnership	No.	%
We have no need for a partnership with business	214	35.7%
We do not have the financial or human resources to engage in partnerships	119	19.8%
Our cause is not suited to business partnerships	178	29.7%
The scale of our operation means we can't offer the partnership a business is looking for	109	18.2%
We would like to engage in a partnership but are not sure how to go about it	84	14.0%
The location of our organisation means that there are limited opportunities for partnering with business	57	9.5%
The partnership did not align with the organisation's mission	52	8.7%
Our board does not support partnering with business	26	4.3%
We are opposed to the concept of partnering with business	24	4.0%
We have tried to form a partnership with business but were unable to do so	23	3.8%
We had a partnership with business but it was unsuccessful	3	0.5%
Other	18	3.0%
Total	600	100%

Having a better understanding of how community business partnerships work was the most common way organisations felt they could improve their capacity to engage in partnerships (see Table 39). This was followed by a greater awareness of the organisation among the business community.

Table 39 Improving partnership capacity 2016

Most effective method of improving capacity to engage in partnerships	No.	%
Having a better understanding of how community business partnerships work	81	34.5%
Greater awareness of our organisation among the business community	71	30.2%
Greater financial and staffing resources across the organisation	52	22.1%
Being able to offer volunteering opportunities to a business partner's employees	40	17.0%
Scaling up our organisation	30	12.8%
Building internal expertise about partnership management through training	13	5.5%
Employing specialist internal staff	13	5.5%
Geographically expanding our operations and services (e.g. statewide or national)	9	3.8%
The ability to use external consultants	8	3.4%
Finding a suitable organisation	5	2.1%
Other	11	4.7%
Total	235	100%

6.2.7   Sponsorships

Overall, 65% of large businesses (businesses employing 200 or more people) and 23% of SMEs were involved in sponsorships in the previous year. [33] However, only 9% of ACNC-registered charities responding to the charity survey indicated that they were currently sponsored by at least one business.

This can partially be explained by the tendency of SMEs to allocate sponsorship dollars to culture and recreation organisations. [34] Qualitative data from the *Business giving and volunteering* report suggests that many of these recreation NPOs are sports clubs, which are typically not charities. This means they are not eligible to be registered with the ACNC and are not included in the sample for the charity survey.

In addition, charities with sponsorships usually attracted more than one. It was most common to have 2–5 sponsorships (44.9%) followed by more than 10 sponsorships (20.3%), 6–10 sponsorships (18.8%) and one sponsorship (15.9%).

This suggests that while only a small number of ACNC-registered charities are sponsored by any businesses, there are some ACNC-registered charities that are sponsored by many businesses. The qualitative data supports this:

> *The last two and a half years … we've probably accumulated 80/90 sponsors in the business world, which is phenomenal.*
> **Interview, NPO CEO, QLD**

The main products/services involved in sponsorship were money, company products and media/advertising space/time (see Table 40).

Table 40 Sponsorship products/services 2016

Sponsorship products/services	No.	%
Money	46	66.7%
Company products	21	30.4%
Media/advertising space/time	15	21.7%
Other services	12	17.4%
Promotional merchandise	8	11.6%
Accommodation	8	11.6%
Other goods	7	10.1%
Motor vehicles	6	8.7%
Travel	6	8.7%
Legal services	6	8.7%
Uniforms/equipment	4	5.8%
Food and beverages	4	5.8%
Raffle prizes	4	5.8%
Office space	3	4.3%

The likelihood of being sponsored seemed to increase with the number of paid staff. While only 6.8% of organisations without paid staff were sponsored, a quarter of those with 100 or more staff were sponsored (see Figure 7).
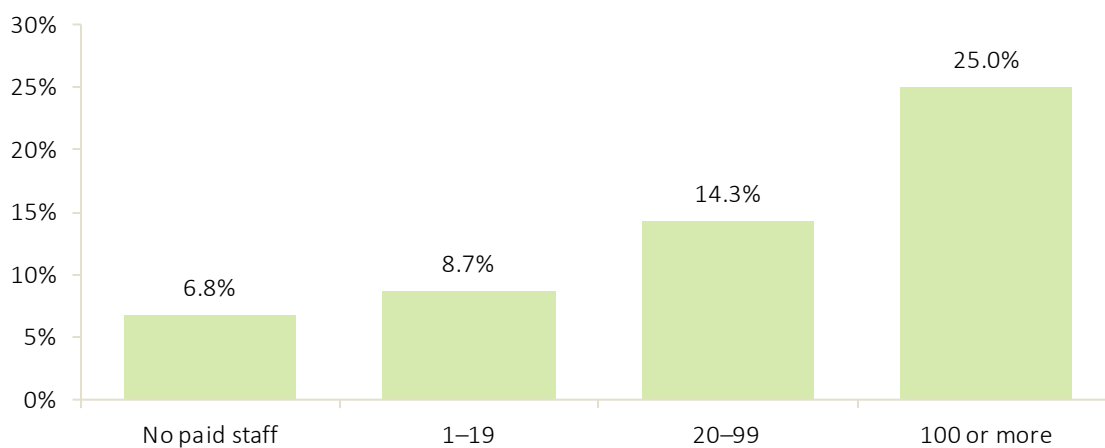

Figure 7 Involvement in sponsorships by number of paid staff 2016

As Figure 8 shows, there was also an overall linear trend where the greater the revenue, the more likely a respondent charity was to be sponsored by at least one business.
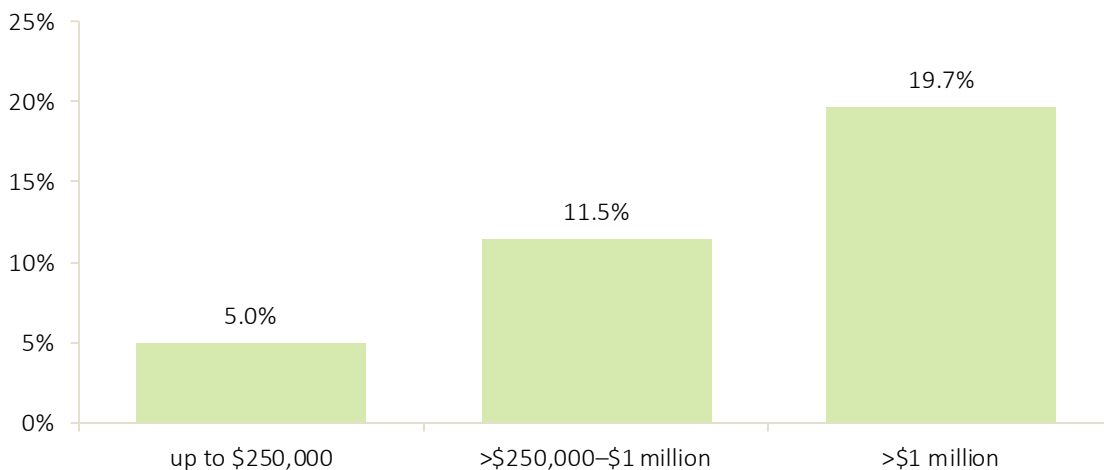
Figure 8 Involvement in sponsorships by revenue 2016

6.2.8   Social enterprise

The past two decades has seen social enterprises become a growing global phenomenon, which has been attributed to a decline in state involvement in the provision of social services, technological advancements and the marketisation of the social sector. Barraket et al. (2010, 4) define social enterprises as organisations that are:

- led by an economic, social, cultural or environmental mission consistent with a public or community benefit
- trade to fulfil their mission
- derive a substantial portion of their income from trade, and
- reinvest the majority of their profits/surplus to the fulfilment of their mission.

Social enterprises are distinct from traditional NPOs in that they combine business and charity practices. A form of hybrid organisation, social enterprise sustainability depends on advancing both social mission and commercial performance.

> *It's actually been around for a long time, but maybe not called that. And I think people are recognising the value of a model that sits between welfare and traditional commercial business.*
> *- Focus group, Social enterprises, VIC*

In 2016, only 13.5% of respondent organisations operated a social enterprise in the past financial year.[35] It is possible that this number is low. Some organisations define themselves as social enterprises, and others define themselves as charities that run a social enterprise or commercial venture as part of their revenue stream. The organisations responding to the charity survey are more likely to be in the second category as the sample was drawn from the ACNC registration list, and so there may be a higher percentage of organisations overall operating social enterprises.

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[35] In *Giving Australia 2005*, 29% of organisations surveyed were involved in a social enterprise or commercial venture. Given the differences in sample designs, these figures cannot readily be compared. For more information on the 2016 sample, see section 5.4.

Social enterprises include elements of both the for-profit and nonprofit worlds and can operate at different points on the spectrum from more business-like to more nonprofit-like depending on their specific ethos and business model. In the focus group discussion with social enterprise representatives, participants elaborated more on this spectrum and the relationship between social enterprise and giving.

> *There is the whole difference between setting up a normal commercial business versus a social enterprise ... A normal person setting up a business in the commercial world, you know, they'll try ten ideas. After five years they may have two ideas, and after ten years they may have one really super – they might be running with just one. Not-for-profits are expected in two years, maybe even one year, to get something up and running and to be able to deliver social impact. It's not realistic. That's not how businesses really work at all. So the expectation from funders – and I mean he'd agree with me – is not realistic.*
> *- Focus group, Social enterprise, VIC*

Although these participants noted their organisations primarily focused on generating revenue through trade (e.g. retail of goods and services), they also received financial donations, such as bequests, major gifts and regular donations, especially in the initial stages while they were still trying to get their business off the ground. Participants anticipated the need for donations would lessen over time as the organisation became self-sustaining.

> *... social enterprise isn't something that will always be reliant on giving ... [it] is a kind of efficient way of giving, because it's giving hopefully in a way that builds a business to the point where that requirement for funds or resources lessens over time.*
> *- Focus group, Social enterprise, VIC*

In-kind giving by way of donated goods was important to particular models of social enterprise, including upcycling businesses and opportunity shops:

> *Well, what they donate to the shop is a product. That's part of our model.*
> *- Interview, Social enterprise, VIC*

Social enterprise participants in the qualitative research suggested that purchasing from, or being employed by, a social enterprise was a form of giving associated with the market orientations of social enterprises:

> *... thinking of social enterprise as a form of giving, I believe that consumers, where they're engaging with social enterprise, are prepared to perhaps spend a little more or salve their conscience by purchasing or being involved with social enterprise.*
> *- Focus group, Social enterprise, VIC*

> *My sense is that in a social enterprise model, those people working in the enterprise, establishing the enterprise, or supporting the enterprise, are actually foregoing that monetary financial return so that the maximum amount of revenue can be converted into social impacts.*
> *- Focus group, Social enterprise, VIC*

Medium and large charities were more likely to run a social enterprise than smaller organisations (revenue up to $250,000). It is unclear why larger charities were more likely run a social enterprise

than smaller organisations, especially as social enterprise success is not exclusive to large charities. The data explored earlier in this report would seem to suggest that skilled staff and a certain level of capital empower charities to access more forms of support including fundraising, sponsorship, partnerships and volunteer recruitment. It is possible that organisations with more resources are better positioned to explore different funding models. Indeed, when asked what would most improve the organisation's capacity to operate a social enterprise, nearly half of respondents identified that more financial and staffing resources would be beneficial, followed by a greater understanding of how to run a social enterprise (see Table 41).

Table 41 NPO capacity to operate a social enterprise

	Number	Percentage
More financial and staffing resources	113	43.3%
Having a better understanding of how to run a social enterprise	96	36.8%
Ability to employ specialist staff	57	21.8%
Concessions from government to form and sustain a social enterprise	55	21.1%
Physical space for a shop, café, warehouse etc.	42	16.1%
Free or subsidised training from business to form and sustain a social enterprise	41	15.7%
Having a mentor/coach from business	39	14.9%
Scaling up our organisation	39	14.9%
The ability to use external consultants/business advisers	24	9.2%
Geographically expanding our operations and services (e.g. state-wide or national)	8	3.1%

6.3 How are innovations in technology and social media influencing support generation?

One of the most significant trends of the past decade is the increase in technology-based giving and volunteering platforms. This includes giving online and via mobile phone, social media, third party platforms and crowdfunding. These innovations have significantly influenced approaches to attracting support. The *Giving Australia 2016* research found both benefits and challenges for charities in using technology effectively to engage with their supporters.

This section addresses the research questions in relation to the work of charities.

- How are giving and volunteering behaviours changing over time including the use of innovative giving and volunteering platforms?
- How are innovations in social media and technological development influencing giving and volunteering?
- What are the opportunities to grow levels of giving and volunteering among individuals and businesses?
- How is the nonprofit sector's ability to raise revenue being affected by changes in patterns of giving and volunteering?

6.3.1   Uptake of new technologies

Interview and focus group participants reported an overwhelming increase in technologies for giving and volunteering, with new technologies and platforms continuously emerging in the marketplace.

> *... there is an absolute boom. I think every week we're seeing two or three new online donations platforms coming through.*
> *- Focus group, Crowdfunding, VIC*

Most organisations surveyed were engaging to some extent with these technologies, having at least a web page (76.6%) and/or social media presence (59.1%). Levels of engagement were reasonably steady regardless of the age of the charity. Far fewer organisations had experience with using third party platforms (10.7%) or running a crowdfunding campaign (3.8%). Younger organisations established in the last 10 years were more active in using these newer formats (see Table 42).

Table 42 Uptake of new technologies by age of organisation 2016

Year organisation established	Website/ Webpage		Social media		Third party fundraising platforms		Crowdfunding campaign		Total number of organisations
	No.	%	No.	%	No.	%	No.	%	
Pre 1950	69	77.5%	53	59.6%	5	5.6%	2	2.2%	89
1950–1989	222	78.7%	168	59.6%	26	9.3%	9	3.2%	282
1990–2005	169	73.8%	134	58.8%	21	9.2%	8	3.5%	229
2006–2016	125	78.6%	93	58.5%	30	18.9%	10	6.3%	159
Total	588	76.6%	453	59.1%	82	10.7%	29	3.8%	769

Charities with paid staff had more capacity to engage in human resource-heavy forms of communication like updating websites and maintaining a social media presence (see Table 43).

Table 43 Uptake of new technologies by number of paid staff 2016

Number of paid staff	Website/ Webpage		Social media		Third party fundraising platforms		Crowdfunding campaign		Total number of organisations
	No.	%	No.	%	No.	%	No.	%	
No paid staff	229	65.4%	169	48.3%	33	9.5%	9	2.6%	351
1–19	270	83.6%	210	65.2%	36	11.2%	15	4.7%	323
20–99	58	92.1%	45	71.4%	8	12.7%	4	6.3%	63
100 or more	31	96.9%	29	90.6%	5	15.6%	1	3.1%	32
Total	588	76.6%	453	59.1%	82	10.7%	29	3.8%	769

There was also a jump in website and social media use once a charity's revenue levels reached $100,000 per year or more (see Table 44). However, revenue did not appear to make as much difference for third party fundraising and crowdfunding (though the numbers are quite small in those categories and must be treated cautiously). By their nature, these activities are less resource intensive, being originally created as alternatives to large traditional fundraising.

Table 44 Uptake of new technologies by revenue 2016

Revenue	Website/ Webpage		Social media		Third party fundraising platforms		Crowdfunding campaign		Total number of organisations
	No.	%	No.	%	No.	%	No.	%	
Less than $50,000	151	66.2%	109	47.8%	18	7.9%	6	2.6%	228
More than $50,000–$100,000	63	60.0%	52	49.5%	9	8.6%	4	3.8%	105
More than $100,000–$250,000	94	82.5%	70	61.4%	10	8.8%	1	0.9%	114
More than $250,000–$500,000	63	85.1%	47	63.5%	9	12.2%	4	5.4%	74
More than $500,000–$1M	56	87.5%	39	60.9%	3	4.7%	3	4.8%	64
More than $1M–$5M	77	95.1%	67	82.7%	18	22.2%	7	8.6%	81
More than $5M–$10M	17	89.5%	14	73.7%	3	15.8%	0	0.0%	19
More than $10M–$25M	27	100%	24	88.9%	7	25.9%	1	3.7%	27
More than $25M–$50M	5	100%	5	100%	0	0.0%	0	0.0%	5
More than $50M–$100M	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0
More than $100M	3	100%	1	33.3%	0	0.0%	0	0.0%	3
Total	588	76.6%	453	59.1%	82	10.7%	29	3.8%	769

Charities belonging to different sectors had different levels of investment in technology (see Table 45). Philanthropic entities reported relatively low engagement with websites and social media. This is consistent with the reported tendency of some Private Ancillary Funds (PAFs) to avoid publicity to also avoid being overwhelmed with appeals for support. [36]

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[36] See *Giving Australia 2016: Philanthropy and philanthropists*

Charities from the animal protection, law, advocacy and politics, international and culture and recreation sectors had the highest uptake of both websites and social media. Religious and development and housing charities had the lowest, after philanthropic intermediaries.

These trends were slightly different for third party fundraising and crowdfunding, which have a different primary function to websites and social media. Crowdfunding is an emerging technology for all sectors, with the highest level of uptake only at 25%, in the animal protection sector.[37]

Table 45 Uptake of new technologies by charity sector 2016

Sector	Website/ Webpage		Social media		Third party fundraising platforms		Crowdfunding campaign		Total number of organisations
	No.	%	No.	%	No.	%	No.	%	
Culture and recreation	75	86.2%	63	73.3%	5	5.8%	2	2.3%	88
Education	67	77.0%	56	64.4%	7	8.0%	5	5.8%	87
Health	64	81.0%	53	67.1%	20	25.3%	5	6.3%	79
Social services	121	72.1%	97	61.8%	25	15.9%	6	3.8%	157
Environment	15	71.4%	13	61.9%	3	14.3%	2	9.5%	21
Animal protection	11	91.7%	9	75.0%	5	41.7%	3	25.0%	12
Development and housing	23	62.2%	16	43.2%	1	2.7%	1	2.7%	37
Law, advocacy and politics	18	90.0%	14	70.0%	2	10.0%	0	0.0%	20
Philanthropic intermediaries	20	57.1%	10	28.6%	3	8.6%	0	0.0%	35
International	18	91.8%	16	72.7%	7	31.8%	2	9.1%	22
Religion	145	74.0%	97	49.5%	3	1.5%	1	0.5%	196
Other	11	73.3%	9	60.0%	1	6.7%	2	13.3%	15
Total	588	76.6%	453	59.1%	82	10.7%	29	3.8%	769

Online giving

Eighty-six per cent of Australians using the internet sometimes access it using a mobile phone (ABS 2016), and around a quarter use their mobile phone as their main internet device (Australian Communications and Media Authority (ACMA 2014, 5)). Some 76.6% of charities surveyed reported having a website, but only 46.8% reported the website was optimised for mobile technology, and even fewer (36.2%) could receive donations through their website.

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[37] For more information on the uptake of new technologies by different sectors, see *Giving Australia 2016: Giving and volunteering : the nonprofit perspective – supplementary appendix*.

If a charity had a website, the purpose was primarily information hosting (96.3%), sharing news (71.3%) or promoting events (51.7%). Use of websites for more active management of operations, or appealing for specific items, was much less common (see Figure 9).

Provide information — 96.3%
Share news — 71.3%
Promote events — 51.7%
Promotion/brand recognition — 58.7%
Receive donations — 36.2%
Recruit volunteers — 23.8%
Sell goods/services online — 16.7%
Provide member-only information — 14.3%
Ask for/manage donations of goods — 12.6%
Provide suggested bequest wording — 6.3%
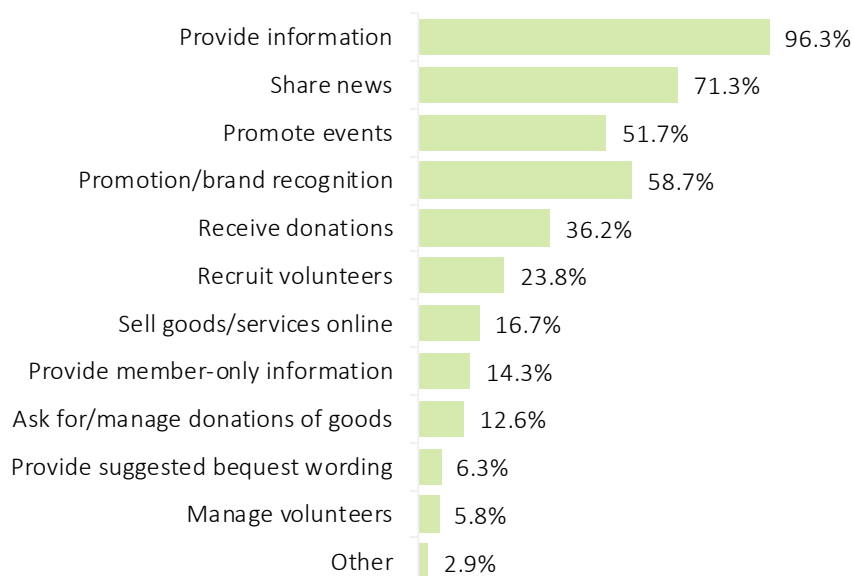Manage volunteers — 5.8%
Other — 2.9%

Figure 9 Use of website 2016

One of the benefits of the website is that an individual can learn about an organisation prior to giving and volunteering enabling them to make an informed decision over who to give to, as the following quote describes.

> *There's never been a better time to link a volunteer up with the heart of the cause than what there is right now ... So for a volunteer to really get that rich content before they decide what charity they're going to actually spend their valuable time with I think is a huge opportunity.*
> *- Interview, Digital giving manager, VIC*

Social media
Participants in the qualitative research identified social media as being particularly important for advocacy-type organisations that were able to tap into news and current events.

> *... a lot of what we do, the reason why it's successful is because it's very much based on the media. So we'll always be making sure that our content that's online at any one time really fits into what's going on in the news and things like that. So it's also being agile in regards to crises and things that we're working on around the world. And I think having that focus on digital fundraising and looking at things through a fundraising lens really adds to that. It allows you to capitalise on moments.*
> *- Focus group, Digital giving managers, Online*

Like websites, most survey respondents using social media saw it as an information channel (92.7%) or for communication with members and supporters generally (79.2%), including promoting events

(75.9%), rather than a means of transaction (7.1%) (see Figure 10). Qualitative participants felt the reasons for this could include difficulties converting past 'asks' on social media into tangible results. [38]
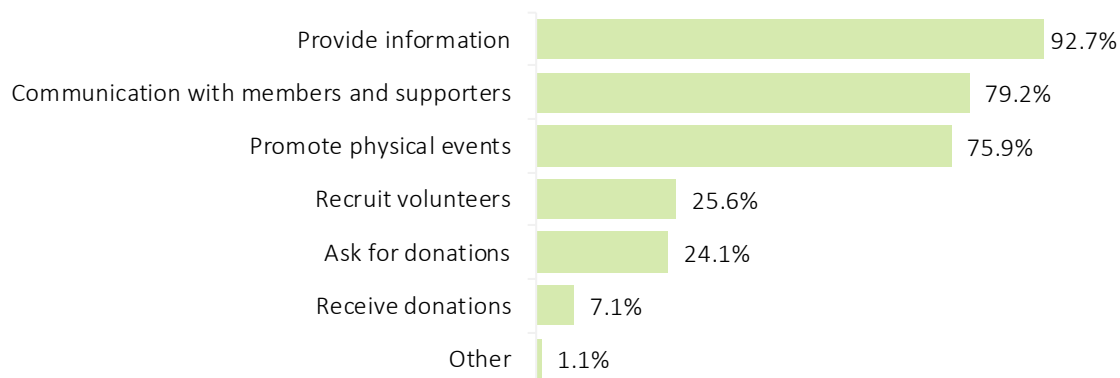

Figure 10 Use of social media 2016

As Figure 11 shows, consistency of social media posting was also mixed. While at least half of respondents updated their social media accounts at least several times per week, many posted relatively infrequently.

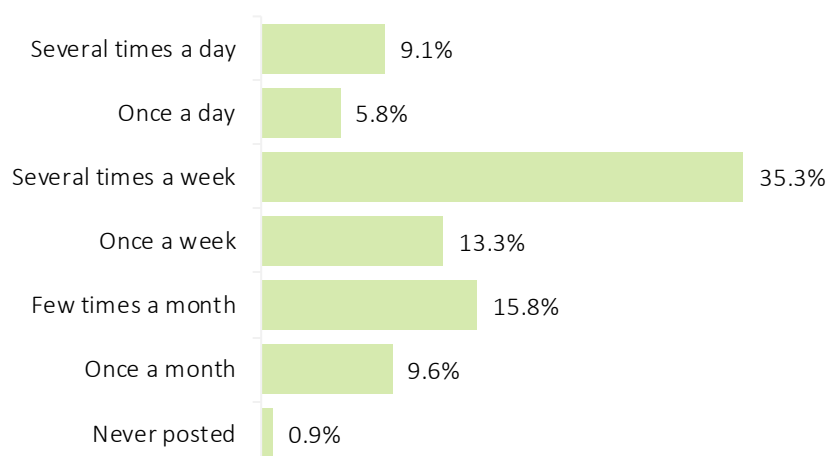Figure 11 How often do organisations post on social media 2016 [39]

Typically, those posts appeared on Facebook, which was the most commonly utilised social media platform by a wide margin, used by 55.3% of all respondents, and 93.8% of those using social media platforms (see Figure 12).

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[38] For more on barriers to technology use, see section 6.3.3.

[39] Numbers may not add to 100% due to nonresponse.

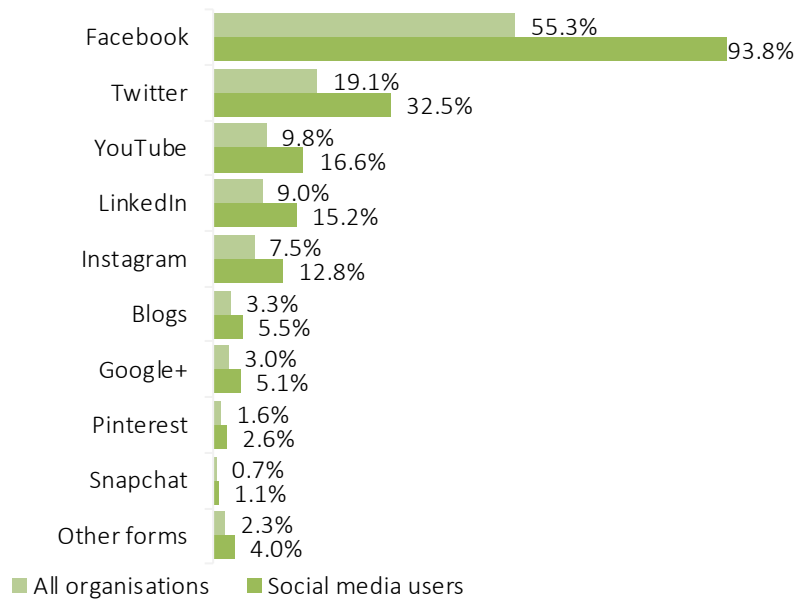|	
Facebook	55.3%
	93.8%
Twitter	19.1%
	32.5%
YouTube	9.8%
	16.6%
LinkedIn	9.0%
	15.2%
Instagram	7.5%
	12.8%
Blogs	3.3%
	5.5%
Google+	3.0%
	5.1%
Pinterest	1.6%
	2.6%
Snapchat	0.7%
	1.1%
Other forms	2.3%
	4.0%

■ All organisations   ■ Social media users

Figure 12 Social media platforms 2016

Social media, particularly Facebook, was identified by interview and focus group participants as a powerful tool for communicating organisations' stories and missions to potential supporters.

> *Having a really good story, getting people attached to that story gives them more of a motivation either to participate or to donate for us.*
> **- Interview, Digital giving manager, NSW**

> *What goes on Facebook now can be circulated around the world in minutes, and if you've got the right thing and people pick it up, then I think that is invaluable.*
> **- Focus group, NPO fundraiser, QLD**

Because social media goes beyond the traditional one-way communication and opens up two-way or multiway communication, its use by NPOs allows their supporters to have a conversation. This was valued due to the potential to give NPOs the type of information about their supporters that they would previously have only been able to access through market research activities.

> *… with online you've got the ability to have a conversation with your supporters …*
> **- Focus group, Digital giving managers, Online**

> *Grassroots fundraising can be technologically driven, which is a really exciting phenomenon, and it means that everybody can have a voice. Anyone who's able to sort of access technology or engage with it at whatever level, it empowers them to actually have a voice and have the ability to be heard. So it actually creates a lovely egalitarian approach to sort of the participation of people that want to be donors.*
> **- Focus group, NPO fundraisers, QLD**

> *If you get in there and actively engage your constituency in dialogue versus monologue it creates huge opportunity both for donor engagement and for volunteer engagement.*
> **- Interview, Digital giving manager, VIC**

6.3.2   Benefits – communication, engagement and collaboration

As the previous section introduced, focus group and interview participants felt innovations in social media and technology were influencing giving and volunteering by enabling:

- a greater flow of information
- an opportunity for two-way communication
- deeper engagement with issues and causes
- more participation, and
- more collaboration.

Qualitative participants expected NPOs to increase technology use because they saw it as easy and convenient for donors.

> *It's just easier for the donor. Then that's only a good thing. We are so used to online shopping and all that.*
> **- Interview, Digital giving manager, NSW**

NPOs reflected upon their need to meet their funders' and stakeholders' expectations. However, The rapid growth in the number and variety of platforms made it difficult to keep up with the latest technology. NPOs struggled to anticipate which platform may last the test of time as one fad technology may be outdated before an NPO has even fully operationalised it

It was often difficult to assess which of the many platforms would yield the best results.

> *… the online model is moving enormously fast. We're just not used as a sector to moving that fast.*
> **- Focus group, Digital giving managers, VIC**

> *… there's just more and more coming out, and we're probably grappling with – I mean on the one hand the big decision is who's your primary platform … and then it's yeah, do you have a presence? Are you cutting yourself off from opportunity by not having a presence, or are you creating more work than it's worth by having a presence in some of these other platforms? We haven't quite figured that part of it out yet.*
> **- Focus group, Digital giving managers, VIC**

With the increased uptake of technology, focus group and interview participants felt that giving behaviours had become more collaborative, especially through the use of crowdfunding and peer-to-peer fundraising. These platforms offered enormous benefits to donors and organisations according to participants. The collaborative, social element to peer-to-peer fundraising could help build a sense of connection among supporters with common interests.

Even though people have more disposable income, more access to knowledge, are more highly educated than ever before, have better skills and ability to use technology at their fingertips, arguably people are more separated and isolated and feeling more depressed and lonely than ever before. And the concept of collective giving … you can have some sort of direct impact, but also that real social opportunity … You're creating a network of like-minded people like yourself, so not only are you giving back, but you're a part of something … you're tapping into a community of people and you're feeling less isolated.
- Focus group, Crowdfunding, VIC

Digital giving managers identified a number of potential organisational benefits through the use of technology and social media including an opportunity to:

- test out campaigns
- see what works and appeals to supporters
- automate the donor journey – with each click leading to a customised engagement pathway
- realise the benefits of improved data
- allow for more advanced targeting of potential supporters, and
- maximise cost savings associated with shifting to digital mechanisms.

6.3.3   Barriers and challenges to technology

For charities that were surveyed, technology was seen as quite or extremely important for the future of giving and volunteering by 67.6% of respondents (see Figure 13).

| 4.6% | 7.8% | 20.0% | 38.5% | 29.1% |

■ Not at all important ■ Slightly important ■ Somewhat important ■ Quite important ■ Extremely important
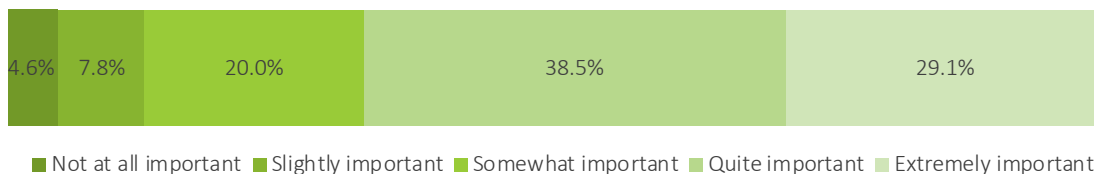
Figure 13 Importance of technology for the future of giving and volunteering

However, only one-fifth (20.1%) of respondents to the charity survey felt that they were currently using technology quite or extremely well (see Figure 14). Some 30.1% felt they were not using technology well at all.

| 30.1% | 22.5% | 27.4% | 18.9% | 1.2% |

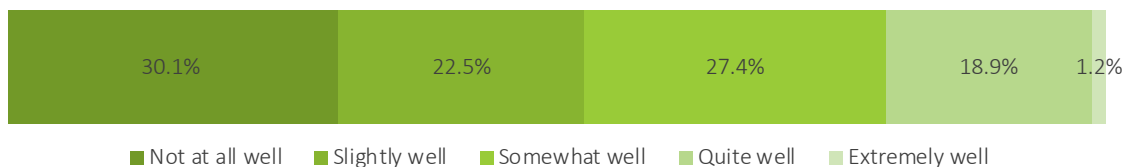■ Not at all well ■ Slightly well ■ Somewhat well ■ Quite well ■ Extremely well

Figure 14 How well the organisation is currently using technology 2016

Despite the many benefits identified from using digital technologies to facilitate giving and volunteering for NPOs, a number of barriers and challenges were also identified. As Table 46 shows, survey respondents identified a lack of human and financial resources as the main barriers to using technology well.

Table 46 Barriers to improving technology use

Barriers to improving technology use	No.	%
We do not have the human resources to improve our use of technology	354	46.0%
We do not have the financial resources to improve our technological infrastructure	343	44.6%
We do not have the financial resources to hire staff with specific knowledge about technology for giving and volunteering	315	41.0%
We do not have the technological infrastructure	229	29.8%
Our organisation's mission takes priority over improving our infrastructure and knowledge about technology	200	26.0%
We do not have the ability to accept secure credit card payments over the internet	188	24.4%
We do not have the time to train staff to use technology	178	23.1%
Our software is outdated	103	13.4%
Our board does not support investing in technology	26	3.4%
The age of our members and/or volunteers	16	2.1%
No barriers	122	15.9%
It is not necessary or appropriate to improve our use of technology	37	4.8%
Other	23	3.0%

In terms of crowdfunding, 28.6% of organisations that had run a crowdfunding campaign before reported that they would not do so again. The most common reason for this was 'it did not raise enough money to make another one worthwhile'. [40]

Participants in the interviews and focus groups elaborated more on some of the specific challenges to using new technologies they observed.

Engagement doesn't necessarily translate into dollars
While social media had clear benefits in terms of donor engagement, this did not necessarily translate quickly or directly into donations.

> *I think that social media, you know, Facebook and Twitter and all of these things are absolutely fantastic avenues to build awareness and to tell the story but I don't necessarily think that that is where the ask should be.*
> *- Focus group, NPO fundraisers, ACT*

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[40] These figures need to be treated with caution due to the low respondent organisations with experience of crowdfunding (n=29).

I haven't seen much movement in this whole fundraising coming from Facebook ... You might be really lucky to get the odd donation but at this point in time, it doesn't strike me that there are very many people out there sharing things on Facebook who are interested in putting their money or their hand in their pocket.
- Interview, Digital giving manager, QLD

The appropriateness and success of social media as a fundraising tool may vary between causes, as reflected in the differences between sectors in the quantitative data.

What we've found is that it's pointless and we don't use it to acquire new people ... it just doesn't work, the results and the amount of time that's going into it. So it's interesting, maybe different causes work better on social media than other causes.
- Focus group, NPO fundraisers, ACT

Reputation risks
A number of risks were also identified with having a large social media presence, including losing control of content and suffering reputational damage.

... you can't un-ring a bell, that's the big issue for me ... we've only got our reputation ... the more you say the more likely you are to say the wrong thing.
- Focus group, NPO fundraisers, VIC

... online everything is open. So if you have supporters that are actually on Facebook or on one of the social media platforms have a negative comment ... you've got to act quickly, that you've got to be honest.
- Focus group, Digital giving managers, Online

Technical challenges
Fundraisers also experienced technical challenges with customising and maximising third party platforms for their needs.

... the ability to over-promise and under-deliver in terms of what their technology can do. Sometimes there's a lack of flexibility for the donor so the user journey becomes difficult. Some are obviously better than others and I guess those platforms are trying to be all things to everybody and they're good for some charities. But then when you try to get something far more specific maybe you want to be one thing to someone.
- Interview, Digital giving manager, NSW

A trade-off was also discussed in terms of management of social media between the older generation with business experience and the younger generation who understand the platforms.

Do you want an old experienced head who understands marketing … running your Facebook campaign, or do you want somebody who actually uses and understands Facebook to be running it? And I think there's a conflict within a lot of organisations as to who's going to run it, who knows it better. If it's done well it can be positive, if it's done poorly it can create a lot of problems for organisations. And I think that's what people are finding now, that it has to be done well and it probably needs to be done by people who understand it, who've grown up with it, because people of my generation, it's something quite foreign.
- Focus group, Virtual volunteers, Online

Disintermediation

An emerging trend was noted whereby donors and volunteers bypassed traditional charities to tackle issues or raise funds directly themselves. This issue (called 'disintermediation') was raised by the fundraiser focus group and interview participants with experience of using third party platforms for crowdfunding and peer-to-peer giving. They highlighted the risk of being a step removed from their supporters.

Although peer-to-peer fundraising enabled people to take action and ownership of their giving, it could also decrease direct engagement.

When you're talking about giving and third party platforms … it actually puts them at 'once removed' from us as an organisation, and so while it presents them with a great set of tools that enables them to take that action, it can actually lessen the engagement directly with the organisation they're supporting.
- Focus group, Digital giving managers, Online

Converting supporters of peer-to-peer fundraising events into regular donors was reported as particularly challenging. People may be interested in the event or supporting a friend, colleague or family member, but not necessarily as interested in the cause or the organisation behind the event.

The real problem there is then converting your supporters' friends into your own supporters and that's pretty rare in my experience so far. You might have a very committed supporter and they might have 10 people fundraising with them but if you convert one of them you're probably pretty lucky. They don't automatically become your supporters just because they're supporting your supporter.
- Interview, Digital giving manager, QLD

6.3.4   Case study: innovation in sports support

In the *Individual giving and volunteering* survey, one in five volunteers were giving time to sporting organisations. However, many of these sporting organisations are not eligible for ACNC registration and not captured in the charity survey. This section highlights this area of Australian community involvement, drawn particularly from the Australian Sports Foundation (ASF).

Like other types of NPOs not eligible for charity or DGR status, sports organisations may set up separate DGR qualifying funds in an effort to attract tax-deductible donations.[41] Giving at the below-$100 level was described as critical for smaller grassroots organisations. Building a Customer Relationship Management (CRM) database enabled organisations to inform donors to build credibility and donor confidence. However, this also required a human resources commitment, which could be a barrier for some organisations.

A relatively new organisation, the ASF separated from the Australian Sports Commission in 2014. The ASF acts as a channel for funding to be directed to grassroots sporting organisations (called 'partners') and individuals. ASF also raises funds for a small grants program for community sport and hosts project crowdfunding. Donor engagement is directed towards the specific partner sporting organisations rather than to the ASF itself.

Many smaller sporting organisations traditionally do not raise funds outside of 'chocolate drives and sausage sizzle's. ASF supports these organisations to expand into new forms of fundraising:

> *We help start these sports on their journey, the ones that are new to fundraising and our hope is that they learn from us and they understand what makes a fundraising campaign successful and they have the tools to be able to implement it.*
> *- Interview, ASF, ACT*

The ASF transitioned from 100% paper-based donations in 2014 to 80% online in 2016 in recognition of the importance of technology for donors, particularly ease of donating and access to information. The move to a web-based, online platform has significantly increased the scale of activities and resources. Insights from people involved in the sports sector echoed the broader views in the sector:

- Donors gave because they have a personal relationship with a team, not necessarily linked to geographical closeness.
- Business relationships
  - Workplace giving was seen as underutilised.
  - There was a possibility to leverage relationships with business organisations further to develop more partnerships.
- Technology
  - Technology not only enabled organisations to do more but enabled donors to give when and how they wanted.
  - Transitions to technology platforms could be financially out of reach for some organisations.
  - Crowdfunding and mass fundraising were seen as continuing trends for the future.
  - The need for transparency and accountability were increasing and again emphasising the role of technology.

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[41] It should be noted that the Foundation for Rural and Regional Renewal (FRRR) in a similar vein assists grassroots regional charities to accept tax-deductible donations for specific purposes. See http://www.frrr.org.au/

6.4 The future of giving and volunteering and strengthening these in Australia

This section investigates top of mind focus group and interview themes on the future of giving and volunteering as well as current Australian barriers and opportunities. These findings relate to a number of research questions.

- What are the rates and patterns of giving and volunteering in 2015–16?
- What are the opportunities to grow levels of giving and volunteering among individuals and business?
- How is the nonprofit sector's ability to raise revenue being affected by changes in patterns of giving and volunteering?
- What does information about changing patterns of giving and volunteering in 2016 tell us about the future of philanthropy in Australia?

Participants were focused on maximising giving and volunteering participation.

6.4.1 The future of giving and volunteering

NPOs in *Giving Australia 2016* described engagement with givers and volunteers across genders, generations, cultures and locations. The most notable demographic differences in giving and volunteering behaviour discussed by NPOs related to gender and age.

Gender

Through their experiences of fundraising and volunteer engagement, participants highlighted women's particularly significant role in giving and volunteering, especially at a community level, reinforcing survey results and influencing strategies.

> *… there is a high level of … older women who are volunteering.*
> *- Interview, NPO CEO, NT*

> *I typically target women over the age of 42 living in countries such as Australia, the United States and the United Kingdom because I have the data, benchmarking data that's shown me they have the highest propensity to give to my type of charity. So I have unnaturally skewed my audience to what I know would be the best audience to convert to a donor … I've created a self-fulfilling prophecy and it's a good one …*
> *- Interview, Digital giving manager, NSW*

Focus group and interview participants also noted emerging patterns in the different ways that women and men participated in giving. For example, women were the more likely of the genders to be involved in collective forms of giving. As one participant explained:

The thing that makes both a donor circle and a giving circle a really useful development for women's giving is the thing that they have in common, which is the opportunity to learn with others and do something on a smaller scale to get a sense of how this might work, and to grow your knowledge and probably the quantity of your giving off that. And I think that women are probably a bit more inclined to go forward that way than they are to just go off and do it all on their own.
- *Interview, Giving to women and girls, QLD*

Participants reflected on women's greater financial ability to participate in giving but pointed to the irony that more involvement in paid work over time was making it harder to find volunteers in their organisations and this was a concern for the future.

Historically these [volunteers] *were the women. Why could they volunteer? Because they weren't in the workforce. Well, that's where they are now.*
- *Interview, NPO executive, VIC*

Age

Nonprofit focus group and interview participants identified baby boomers as their predominant givers, especially in terms of major gifts and bequests. Yet, focus group and interview participants recognised a new generation was entering giving and volunteering, with different motivations and behaviours.

Opinions diverged between nonprofit focus group and interview participants about the younger generation's giving and volunteering attitudes and practices. Many described Generation Y as very dynamic and able to achieve outcomes when they decided to focus on an issue. Participants admired examples raised by the groups of what this generation had accomplished very quickly through social media and peer-to-peer fundraising.

[The next generation] is very good at harnessing immediate sort of groups of people if they have such a sense of outrage around things … They can actually achieve results that are quite spectacular in a really relatively short amount of time …
- *Focus group, NPO fundraiser, QLD*

The Millennials clearly are a truly concerning demographic – but also movers and shakers. You know, homeless rates and teen pregnancies, smoking rates are all being reduced as a result of this new demographic coming through, and really wanting change, actively wanting change in their world.
- *Focus group, NPO fundraiser, QLD*

These accomplishments were seen to be driven by younger people's sense of individual ownership and collective responsibility and the clear links they made between effort and impact.[42] For NPOs wishing to tap into this energy, it was vital to facilitate ways for young people to act on their own terms, rather than invite them to participate in traditional forms of action. NPOs without a good

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[42] As *Giving Australia 2016: Individual giving and volunteering* reports, younger givers and volunteers use impact as a key criterion in the choice of where to direct their giving and volunteering.

understanding of technology and social media, as well as suitable mechanisms for online giving and virtual volunteering, risked missing out on the potentially transformative power of this generation. [43]

> *We feel that 18 to 35-year-olds if they're not approached in a manner that they find beneficial to them a lot of charities will struggle and suffer over the next 10 years and maybe disappear. We think that age group is the solution or the answer to charities sustaining their work.*
> *- Interview, Charitable app developer, QLD*

> *That's just how they live their lives. They're used to doing everything online, so why would giving be any different?*
> *- Focus group, Digital giving manager, Online*

There was a perception among focus group and interview participants that younger people were time poor, which limited their ability to volunteer and made them quite targeted in volunteer involvement. Participants noted a tendency for young volunteers to be in quest of experience and looking for skilled opportunities. They suggested that virtual volunteering helped with the lack of time and skilled volunteering was a good fit for Generation Y seeking experience and additions to their resume.

> *… we have people also who are graduates who are wanting to work in either sustainability or social enterprise, and are looking for an opportunity to get hands-on experience while they're looking for work in the sector. I think there's a sense of wanting to give of skills and of time, but there's a really clear goal of theirs that they're gaining from that too in terms of experience.*
> *- Focus group, Social enterprise, VIC*

Board participation was another area of concern for focus group and interview participants. They observed that most board members were older, and recognised the value in having diversified age groups on the board.

> *… you're probably going to have older people on the board, and so I mean you want a diversity of age groups on the board, but … you still want expertise and experience on the board, so balance all of that, but there's no doubt … younger people have got a much, much better feeling for how the social media world works, and you need to have that expertise.*
> *- Interview, NPO chair, VIC*

Age diversity was seen to bring different levels and types of experience and expertise to the nonprofit effort, and more robust decision-making and action. Involving young people in governance was especially important for organisations that worked with social issues affecting this age group to ensure services reflected their needs and were appropriate and accessible.

> *We actually value diversity, because if we're going to be representative of our community, we need to have people from all different facets of the community … we like to think that everybody brings a special skill to the board.*
> *- Focus group, Collective giving, SA*

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[43] For more on technology use by NPOs, see section 6.3.

Donor expectations of NPO performance and outcome reporting

Focus group interview participants confirmed that performance and outcomes reporting were increasingly influencing donors' decision-making.

> *… it's not just about being able to say we've put three people through a treatment program, it's being able to say … this is how their life is changed. So it's actually looking at the impact of that investment.*
> *- Focus group, NPO fundraisers, ACT*

This had important implications for how organisations measured and communicated achievements and demonstrated the impact of investment to donors. However, skills in this area were patchy. Those NPOs with these skills already were seen to have greater donor traction. Others had tagged these areas as challenging and a focus for future professional development.

> *We translate fundraising revenue into activity and we can demonstrate that activity through our various communications, newsletters, fundraising appeals and the like and I think [this] provides us [with] a significant competitive advantage.*
> *- Interview, NPO fundraiser, QLD*

> *Part of the problem I think in the not-for-profit sector is having the tools to be able to measure the outcomes, and knowing how to measure those outcomes … that is one of the major criticisms I think of the not-for-profits, is not being able to get across what their outcomes are … It is something that the people who support you want to know.*
> *- Interview, NPO chair, QLD*

However, NPO staff and fundraisers reflected that this impact focus was common but not universal. The value donors placed on impact measurement depended on their overarching motivations for giving. In some cases, the values match between donor and recipient organisation outweighed impact data.

> *… some people just like the alignment of the purpose and mission of the organisation with what they're trying to achieve, and that's enough for them. But as the space gets more competitive, people will say, 'What change are you actually making and what's the evidence that you're actually benefiting this particular group of disadvantaged Australians?'*
> *- Interview, Social enterprise, NSW*

6.4.2   Barriers, challenges and opportunities for giving and volunteering

Where are we headed?

Optimism about the future came through the focus groups and interviews, some of it pinned to harnessing younger people.

> *I feel optimistic because I see the human spirit … those people wanting to solve problems and being creative, and seizing resources, particularly when I look at youth …*
> *- Focus group, Social enterprise, VIC*

Focus group and interview participants identified, 'there's a huge untapped opportunity' in bequests. Similar beliefs were held about workplace giving, collective giving, foundations and social enterprise.

Bequests

Based on their experience with donors, focus group and interview participants emphasised that charitable bequests were strongly seen by their donors as the opportunity to leave a lasting legacy and in some cases a continuation of lifetime giving. Others reported bequests were chosen by their donors as a means to give a significant gift without worrying about whether they might need the money in the future. Focus group and interview participants conveyed that the decision to leave a bequest was influenced by personal trust in the NPO and perceptions of wealth and affordability. [44]

> *For a lot of people, it's their life's work, and they choose to bestow that on your organisation and have trust and faith in the work that you are doing.*
> *- Focus group, Bequest managers, QLD*

> *… this is a way of [donors] being able to give something meaningful without affecting their quality of life now …*
> *- Focus group, Bequest managers, QLD*

Focus group and interview participants from the nonprofit sector saw bequests as currently underused. They identified an opportunity to increase bequests due to the anticipated intergenerational wealth transfer in the coming decades as baby boomers pass on.

> *There's a huge amount of wealth coming through from the baby boomers, and I just think that that opportunity is going to be shared hopefully with charities … if we can do our jobs right and educate people more about this way of giving, then charities are only going to benefit.*
> *- Focus group, NPO fundraisers, ACT*

> *The opportunity for the organisations and the causes I just think is huge, and I think it is for the people, for donors, often a new opportunity that they had never even contemplated to have an impact.*
> *- Focus group, Bequest managers, QLD*

Bequest fundraiser focus group participants emphasised the joy that was a part of working with bequestors and that is a privileged and sensitive role.

> *I think about what an incredible honour it is to receive one of them [a bequest].*
> *- Focus group, Bequest managers, QLD*

Professional advisers were identified as having a key role in promoting bequests.

> *I think the lawyers are crucial to the long-term growth in bequests actually, and there is a bit of a barrier there I think. The solicitors that I've talked to around this issue … they say … that their job is to take instructions from their client, not to start sort of planting seeds with them.*
> *- Focus group, Bequest managers, QLD*

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[44] For more on reasons for leaving a bequest see section 6.9.1 of *Giving Australia 2016: Individual giving and volunteering* and section 6.3.1 of *Giving Australia 2016: Philanthropy and philanthropists*.

Workplace giving

Workplace giving was seen by focus group and interview participants as an important yet underdeveloped funding stream for the nonprofit sector that offers real but unrealised opportunities for growth. In concert with perspectives in other *Giving Australia* reports, focus group and interview participants emphasised the benefits that workplace giving offers to all: greater workplace satisfaction and ease and convenience to donors. [45] For NPOs, it was seen to be particularly important because it provided a predictable income stream.

> *… workplace giving and/or giving online, using the internet to give to charities will become probably more prevalent rather than less.*
> *- Focus group, NPO fundraisers, VIC*

As reported in *Giving Australia 2016: Individual giving and volunteering*, individuals consistently identified ease and choice for donors as key factors influencing workplace giving uptake. Similarly, nonprofit focus group and interview participants felt that the ability to 'set and forget' appealed to donors, but donors still wanted to be able to choose which organisations they supported through their workplace giving. Some programs were described as restrictive if workplaces offered limited options.

Collectives

NPO participants had experienced donor engagement with collective giving as often driven by a desire for the high impact that the larger, cumulative sums achieved. The emergence of collective giving was seen to offer fresh opportunities to NPOs. [46]

> *I think the exciting piece is that collective impact co-funding, where you can broker support from a range of people with an interest in that particular area, and then yeah, basically triple, quadruple your impact.*
> *- Interview, Social enterprise, NSW*

Social enterprise

Focus group and interview participants saw social enterprises as a growing opportunity and one that has already blossomed substantially in the past decade.

> *When I first started working in the sector seven or eight years ago, very few people had heard of the term. And now we've got some fabulous case studies in Australia of successful social enterprises, and they're popping up every day in a range of different sort of legal forms.*
> *- Focus group, Social enterprise, NSW*

> *There's been an increase in entrepreneurs, intermediaries … or businesses that are potentially becoming social enterprises that are not necessarily calling themselves a social enterprise, but naturally wanting to create a social element to their business.*
> *- Focus group, Social enterprise, NSW*

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[45] For more on workplace giving, see section 6.8 of *Giving Australia 2016: Individual giving and volunteering* and sections 6.4.9 and 6.4.10 of *Giving Australia 2016: Business giving and volunteering*.

[46] For more on collective giving, see *Giving Australia 2016: Philanthropy and philanthropists*.

Some focus group and interview participants felt that social enterprises were uniquely placed to offer a new pathway for people to find and express meaning.

> *And I think people want value and meaning to their lives, and they want to know that they can contribute in a meaningful way. And this is exactly what social enterprise can do. So you can use your skills as a marketer or a chef or a whatever and contribute back, and I think people really want that in their lives. They're hungry for it.*
> *- Focus group, Social enterprise, VIC*

Increased virtual, flexible and skilled volunteering

While there was largely consensus around the likelihood for increased giving in the future, there were mixed perceptions on trends in volunteering, with some suggesting their NPO felt it may decrease with the next generation or increase as baby boomers move into retirement. Speaking about their experiences with volunteers they felt confident virtual, flexible and skilled volunteering were likely to rise.

> *… a lot of people are looking for that, a more meaningful way to give back, a more impactful way to give back, a more gratifying way to give because you can actually see firsthand the results of your efforts … it's a real growing interest I think, skilled volunteering. People are sick of painting fences. They want to get out there and work with a real start-up and support them in their particular area of expertise.*
> *- Interview, Social enterprise, NSW*

> *… a growing sector of volunteering is actually virtual volunteers … with the virtual internet world there's an opportunity … to share resources, but also to get people with a disability to be involved with volunteering more.*
> *- Interview, Manager of volunteers, VIC*

> *People are wanting more flexible ways of volunteering … People have families and other lives outside of volunteering.*
> *- Interview, Manager of volunteers, VIC*

Democratisation of giving

Focus group and interview participants anticipated greater democratisation of giving as participation in philanthropy increases through peer-to-peer fundraising and crowdfunding, but with potentially smaller gift sizes. [47] This was viewed as a double-edged sword for NPOs, as reliance on smaller gift sizes potentially changes the large project funding scheme.

> *What we've seen is that you get a small amount of money from a … larger percentage of people, rather than previously you got a larger sum of money from less people.*
> *- Focus group, NPO fundraisers, QLD*

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[47] Democratisation of philanthropy is recognition that philanthropy may come in smaller amounts. This is discussed in detail in section 7.2 of *Giving Australia 2016: Philanthropy and philanthropists*.

Amalgamation, collaboration and coordination

NPO staff and fundraisers anticipated more partnerships and amalgamations between NPOs as they sought to pool funds for greater impact, mutual benefit and cost savings. They expected this to rise due to external pressures and the internal drive from NPOs to improve their effectiveness.

> *I'm seeing more and more governments pushing towards either organisations working together or favouring organisations of a particular size, and I think there's going to be amalgamations forced on by just simply backroom cost of organisations.*
> *- Focus group, NPO fundraisers, ACT*

> *So like-minded social businesses being able to kind of leverage and work together, do business together, grow awareness together.*
> *- Interview, Social enterprise, NSW*

Changes to the market

Focus group and interview participants noted challenges and opportunities arising from changes in public policy. In particular, they identified quasi-market development through the National Disability Insurance Scheme as both an opportunity to advance operational models (especially social enterprise) that had structurally disadvantaged people at their centre and as a challenge in that it was encouraging private for-profit providers into the field.

Barriers to maximising philanthropic potential

Focus group and interview participants identified a number of barriers to maximising these opportunities including the Australian culture of giving, public perceptions, restrictive taxation and regulation and a lack of transparency from trusts and foundations.

Australian culture of giving

Nonprofit focus group and interview participants reiterated the view that the culture of philanthropy was not as well developed in Australia as in other countries, especially the US.

> *… in America, if you don't give and you earn a certain amount of money, it's very much frowned upon. It's actually part of a lot of organisations' charter that they have to give a certain amount, and certainly, if you're a high bracket earner you're supposed to give a certain amount. So that culturally doesn't happen here.*
> *- Focus group, Digital giving manager, Online*

Nonprofit focus group and interview participants also observed lingering social resistance to discussing concepts such as money and dying, as was found in the *Giving Australia 2016: Philanthropy and philanthropists* report. This posed a challenge to bequest fundraising and to the promotion of giving in general.

> *Some people want to do good and say nothing of it.*
> *- Interview, Digital giving manager, NSW*

… some people can feel quite awkward about mentioning the idea of a bequest or advertising bequests and things like that. So it's overcoming that sort of awkwardness I suppose sometimes in our organisation, to really put more energy behind it and be more open about it.
- Focus group, Bequest managers, QLD

Many focus group and interview participants found it useful to compare the philanthropic environment in Australia with overseas to observe and adapt, but also stressed Australia should not necessarily import overseas practices wholesale.

Australia can kind of sit back and see what's happening overseas and pick the best of what we feel will work for us.
- Focus group, NPO fundraiser, QLD

I really hope that we don't become a culture that is too American; where people of wealth own all that matters for-profit and not-for-profit … We need everybody to be involved in these kinds of things, really, for our society to grow.
- Interview, NPO chair, VIC

Public perceptions
Public perceptions about charity competition, duplication of work and costs of fundraising were also cited as inhibiting factors.

… one of the biggest problems that stops people donating is the fact that they do not see a large percentage of the money raised. And when they hear stories like out of every $2 raised, a director gets $1.20 that is one of the biggest issues against people donating to causes.
- Focus group, NPO fundraisers, QLD

Within this context, NPO staff and fundraisers felt they needed to educate donors about the reality and necessity of fundraising costs.

… there is this lack of education as charities that we are giving our donors that help them understand that in order for us to be sustainable, to feed the homeless, to cure the cancer, to undertake our research, to do whatever it is, we need to pay our electricity bills, we need to find creative, strategic CEOs to drive our organisations. We need marketers and promotions that help spread the word of what we do and who we are, and those take money …
- Focus group, NPO fundraisers, QLD

Social enterprises reported similar problems related to a general lack of understanding of how their business model works and the contribution social enterprises make to the NPO sector.

Restrictive taxation and regulatory environment
Some NPO focus group and interview participants felt that the taxation and regulatory environment generally was not as supportive as it could be for giving and volunteering in Australia. This view was largely presented in relation to other national contexts, in particular, the US.

... the way our Australian tax system has those incentives set up compared to America is nothing ... there is less government funding [in the US] because the tax system supports giving more.
- Focus group, NPO fundraiser, VIC

There was broad agreement among social enterprise focus group and interview participants that Australia was lacking comprehensive policy and regulatory support for social enterprise, and this accounted for relative under-development of the field when compared with Britain or Canada.

... it's a lack of understanding, and ... scepticism around the model and around its benefits ... in terms of government sort of policy and support, that enabling environment hasn't been there because ... [government has been] engaging with the concept rather than engaging with it at a policy level, whether that's federal, state or even local government. And then I think that I've also seen that manifest in a real difficulty in social enterprises being able to access particularly donation grant capital through philanthropic sources, because constantly the benchmark for comparison is a more programmatic welfare type model.
- Focus group, Social enterprise, VIC

... one of the big missing pieces is some sort of policy framework ... and without some sort of broad understanding of the contribution that social enterprise and innovation can make to our society and the social economy can contribute on top of sort of the more traditional commercial economy, we're going to continue to try and do this scrambling, bottom up kind of organising of things, and sort of patching things together if you like, which has allowed us to be quite innovative, but also probably reaches a critical limit at some point.
- Focus group, Social enterprise, VIC

Nonprofit focus group and interview participants identified the need to improve tax incentives to grow levels of giving among individuals and businesses, but not necessarily across the board. They felt it worth considering which cause areas need particular stimulation to meet contemporary social needs.

'Red tape' and regulatory uncertainty
Many focus group and interview participants from the NPO sector felt that government regulation was overly restrictive, especially for volunteering, with the need for police checks and responsible service of alcohol certificates for volunteers (for example at local fundraising events). Although they recognised the importance of such regulation, there was a general sentiment that the red tape should be minimised as it can be time-consuming and deter potential volunteers.

I think it's the layers of bureaucracy. Because you have the local government, you have the state laws, you have the federal laws, and then you have risk and the insurance industry and privacy.
- Focus group, NPO fundraisers, VIC

... it's important that there is that compliance and so forth but there's also the underpinning that this red tape does have cost to it.
- Interview, Digital giving manager, NSW

Participants raised the recent UK occurrence where disregard for privacy had negatively affected donors and consequently, charities.[48] The government was seen to have an important role in protecting the privacy of online donors, but focus group and interview participants expressed the need for this to be balanced so user experience is not restricted. Some felt that the privacy laws were difficult to understand and implement well.

> *We've had our eyes on what has happened recently in the UK … charities have not necessarily observed or respected the privacy laws. So there's now a big call out from organisations like the ACNC and like the Fundraising Institute of Australia for all charities to make sure that they stick with the privacy laws in order to avoid the government has [sic] to intervene more, which I'm completely behind.*
> *- Focus group, Digital giving managers, Online*

Lack of transparency from trusts and foundations

Trusts and foundations were viewed as playing a key role in supporting NPOs.[49] Focus group and interview participants felt the pressure to supply such donors with personal interest or 'cutting edge' projects, despite pressing day-to-day needs.

> *… the trustees … are often looking for something that piques their intellectual interest or is intriguing or makes them feel that the trust or foundation itself is out the front of things …*
> *- Interview, NPO chair, VIC*

Although trusts and foundations were a relatively popular fundraising source, especially among larger organisations, participants in the qualitative research component found it challenging to engage with this sector. In particular, NPOs could not readily find information about trusts and foundations, and their funding priorities.

Foundation grantmaking processes were described as arbitrary by some focus group and interview participants, with little transparency around decision-making or constructive feedback.

> *It's still often a lot of hit and miss; a lot of applications go in … If you're not successful you tend not to find out useful information about why you might not be successful. So the feedback you get … is that the trustees had other priorities this year, which is probably entirely legitimate but doesn't give you anything you can base future applications upon.*
> *- Interview, NPO fundraiser, QLD*

NPOs called for greater transparency and publicly available information on foundations' interests and past giving behaviours, which would make it easier for NPOs to engage successfully with them.

> *I don't want to be in the business of second-guessing a bunch of trustees who know what it is when they see it but otherwise can't articulate it.*
> *- Interview, NPO chair, VIC*

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[48] See https://fundraising.co.uk/2016/01/20/frsb-publishes-results-of-olive-cooke-investigation-and-related-complaints/#.WTDkDhSEeap

[49] For more on Trusts and foundations, see *Giving Australia 2016: Philanthropy and philanthropists*.

However, interviews with HNWIs and foundations for *Giving Australia 2016: Philanthropy and philanthropists* revealed the concern from foundations that transparency may spark too many applications.

> *We like to seek out the projects and we don't want to be inundated with them, so the less people know about us the better.*
> *- Interview, PAF, VIC*

Opportunities for strengthening NPOs

Nonprofit focus group and interview participants focused on four critical strengths NPOs needed to develop:

- investing in human resources
- good leadership
- understanding and responding to donors' motivations and preferences, and
- sticking with sound fundraising principles and relationship-centred approaches.

These factors applied across all fundraising channels, including digital mechanisms.

Investing in human resources

NPOs consistently felt under-resourced and believed public reticence towards fundraising, administration and salary costs was pushing them to do ever more with less. Respondents expressed it was essential but tough to ensure a high-quality talent pool of fundraisers and managers of volunteers into the future, who were well positioned to adapt to the changing environment.

Interview and focus group participants stressed the importance of having a single, focused manager of volunteers. For an organisation to have a strong and successful volunteer base, especially of skilled volunteers, there needed to be a level of professionalism in the recruitment and retention of those volunteers. This had become more important with increased regulation affecting volunteering to ensure compliance.

> *… where we are getting more volunteers is having a dedicated person responsible for volunteers and who has expertise in that area … if you're going to bring in volunteers, you need to build relationships with those people to get them engaged and ensure that you're keeping the communication going with them, and letting them know what the benefits of their efforts are.*
> *- Interview, NPO chair, QLD*

Focus group and interview participants in a related vein highlighted core areas for investment in human resources, particularly:

- educational opportunities for development professionals to ensure a high-quality talent pool into the future because, 'there's a significant demand for fundraising staff and the supply is not keeping up with demand' (Interview, NPO fundraiser, QLD)
- continued professional development opportunities for fundraisers and managers of volunteers to ensure they are well positioned to adapt to environmental changes and technological developments
- skills development, especially in relation to outcomes measurement and corporate volunteering, and
- leadership development for NPO CEOs and board members to ensure they understand their role in support generation and are well equipped to enact it.

> *They're not confident in their knowledge by and large … CEOs and boards themselves generally don't have fundraising backgrounds and fundraising as a knowledge set, the skill set, is something that's difficult to bring into a board.*
> *- Interview, NPO fundraiser, QLD*

CEO and board leadership and commitment

This spotlighting of the leadership role by focus group and interview participants was about successful support generation requiring senior staff buy-in as well as a commitment of time, money and resources. An example was in resourcing a new digital strategy.

> *I've heard this from many nonprofits in Australia – the board's like, 'Yep, we're going to get on there. We're going to have a Facebook page etc. and it's going to do wonderful things for us. Our content's going to go viral and all sorts of fun things are going to happen.' No, it doesn't work that way … before you get traction you're going to have to be investing …*
> *- Interview, Digital giving manager, NSW*

In the experience of many fundraisers, the CEO and board held the NPO back if they lacked an understanding of fundraising or technology and failed to invest in a long-term support generation strategy.

> *… the board can be a massive asset but I think in a large organisation the board can be a big hindrance because they don't have the specialist skills that the staff do and staff then spend their resources managing up.*
> *- Interview, Digital giving manager, VIC*

Cooperation and collaboration

Another focus group and interview theme was that opportunities for mutual benefit should be identified or created. This ranged from collaborative funding arrangements and co-location to shared back of house costs.

> *… it would be great to see … more collaboration and connection and sharing of knowledge and resources.*
> *- Interview, Social enterprise, NSW*

I believe in terms of the way funding is allocated – government funding and all of that has to significantly change because at the moment it sets us up to all be competitive with each other. We want to share, we want to collaborate, but … you don't want to pay for all those police checks when they're only going to do a two-hour job for you …
- *Focus group, Managers of volunteers, VIC*

This NPO collaboration theme was echoed by donors.

… if there were technological platforms that allowed for better sharing of information and better collaboration, that would be good. I think collaboration, there's a lot of scope for that, but it's obviously very challenging to do and I don't think that's done very well in the sector as a general rule, not enough of it and not deeply enough.
Interview, HNWI/foundations, VIC

Use technology to enhance the donor experience

Participants uniformly reported many of their donors want and expect to use the internet in their giving and the better this experience (in terms of ease, convenience and satisfaction) the more likely they will continue. Social media was favoured because it opened up possibilities for two-way communication with supporters, which can deepen cause commitment.

Purposeful and strategic

Strategy was another key participant theme. This was especially true for digital fundraising, which participants had learned painfully needed to be an element of a broader fundraising strategy, rather than a silver bullet. Digital fundraising was not useful if undertaken for the sake of it or because it seemed as though other organisations were successfully using online mechanisms. The goal of the online presence needed to drive the strategy. Raising funds, generating brand awareness and recruiting volunteers were seen as different goals requiring different digital strategies.

… just posting something on Facebook isn't really going to get you anywhere … your strategy needs to be longer term and the dollars are going to come longer term … It's not just about putting an ask out on social media, that's not going to do anything.
- *Focus group, Digital giving managers, VIC*

Fundraisers cautioned that digital fundraising was not for every organisation; success was not guaranteed. They suggested that organisations focus on their strengths, what works well and what their donors want. Fundraisers stressed the importance of having the right tools for the right job. This may or may not be suitable for a digital strategy.

Digital is not necessarily the right channel for all charities. They might be able to invest their money far better in other channels.
- *Interview, Digital giving manager, NSW*

Relationship and donor driven

Any fundraising mechanism, including digital ones, needed to be based on sound fundraising principles and good practice. Focus group and interview participants emphasised that good practice was all about relationships. Understanding and meeting donor and volunteer motivations, preferences

and expectations were the keys to success, regardless of channel. This meant putting relationships and donor preferences first.

> *… the stronger the relationship is the more they are willing to give and continue that sustainable type of fundraising.*
> **- Focus group, NPO fundraisers, QLD**

> *We need to go back to the basics; we need to really identify who our stakeholders are … What is it they're looking for within the organisation? What is it that makes us relevant to the community [and] to our stakeholders? … when we understand all that, put that together and come up with a strategy that engages those stakeholders and keeps them on board … we're able to gain their loyalty – not for 12 months, not for two years, but ongoing loyalty in supporting the organisation.*
> **- Interview, NPO chair, QLD**

Engagement, connection and ownership

Focus group and interview participants reported that engagement, connection and ownership were key, especially online. Multiple low barrier actions provided an opportunity for donors to take many small steps that could lead to a sense of connection, ownership, fulfilment and in turn greater commitment and more considered actions.

> *There are people who are engaged with you in one way, and then if you open up another – say for instance they're signing petitions for you and they donate and then they become a regular giver, then I think they're much more likely to become an activist or a volunteer and so forth.*
> **- Focus group, Digital giving managers, Online**

Integrated approach

The issue of integration was raised as the range of fundraising vehicles increased. Online and offline fundraising needed to be integrated for a compounding effect. Campaign messages needed to be consistent across all channels.

> *… it's about using all of the assets that you have. So it's not about having DM [direct mail] in its own sphere and digital in its own sphere. It's about mixing those two things together … they should all be telling parts of the same story.*
> **- Interview, Digital giving manager, VIC**

Diverse opportunities for volunteer participation

Focus group and interview participants expressed concern that people are increasingly busy and looking for ways to participate that suit their lifestyle and NPOs are not currently offering this well enough. Virtual, skilled and flexible volunteering opportunities were seen to enable participation that suited emerging demographic and lifestyle trends. This offering was viewed as particularly important for women and young people and in participants' experience was often a pathway towards further support.

Collect, coordinate and make available research

Study respondents sought ongoing information on topics such as: giving and volunteering trends; effectiveness of different fundraising mechanisms across cause areas; and uptake of specific technologies by different demographics. This information was valuable for NPOs to assist with support generation efforts and for the public – current and potential donors – to assist with their decision-making. [50]

6.4.3   Big data and data analytics: core themes and emerging issues

In a digital age, the analytic and predictive capabilities of big data are of increasing interest to business, governments, and nonprofit organisations. The potential of big data to improve responses to complex societal problems has been popularly mooted (Blackbaud 2014; Mead and Dreicer 2013), although practice is still very much emerging.

With its origins in the corporate sector, the concept of big data has been attributed to Laney's (2001) construct, which identified three dimensions of big data and its management:

- volume – related to the breadth and depth of data available about contemporary transactions;
- velocity – related to the speed at which data are generated by interactions and can be used to support interactions; and
- variety –of data formats that render data coordination challenging.

A fourth dimension that is sometimes included is veracity of data and data sources (Taylor, Cowls, Schroeder and Meyer 2014). As observed by Easton-Calabria and Allen (2015, 53), the concept of bigness in the context of big data 'refers not only to the absolute size of data-sets but also to the idea that accessing and analysing vast amounts of information about social and economic interactions can provide novel, macro-level perspectives on complex issues'.

In broad terms, the use of big data and data analytics to support giving in Australia was viewed by participants as being in its early stages, with considerable potential for growth in activity and a strong likelihood that this will occur, particularly in relation to fundraising. Participants felt there was a growing awareness of the potential of data (big and otherwise) to support effective giving, as well as a growing availability of data through online platforms.

> *… the internet has changed our conception of what data means, because there's now so much more data than there ever has been … So we're moving into a new realm of much larger data and the capacity through algorithms and whatever to extract information that human beings otherwise would not be able to, and that's why everyone's getting excited.*
> *- Interview, Big data - philanthropist key informant, VIC*

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[50] For more information on giving by individuals, businesses and philanthropists, see the other *Giving Australia 2016* reports and fact sheets available at http://www.communitybusinesspartnership.gov.au/about/research-projects/giving-australia-2016/.

I start talking about [data] dashboards and benchmarks and things that can come out of there, and their eyes light up immediately. So there's I think a huge interest … most of the groups that we work with can see the value and are keen, like it's overdue, they know what it could look like.
- Interview, Big data - nonprofit key informant, VIC

With regard to Australia's relative progress compared to other countries, there was a broad sense that practice was new in most jurisdictions and that Australia was not notably behind others in mobilising the potential of big data and data analytics to support effective giving.

… it's so nascent everywhere. But not for profit and grantmaking and philanthropic organisations everywhere are just starting … I think there's definitely an awareness that it's important, important somehow, but I think there's a lack of understanding of how it can be useful. So I think some organisations are still grasping that.
- Interview, Big data - nonprofit key informant, VIC

Participants suggested that increased demands for transparency in giving were driving interest in data and data analytics.

I think that it's absolutely inevitable that transparency in giving will become mandatory … The effect of that is going to be far more informed grantmakers and grant seekers, and that will improve the quality of the entire sector.
- Interview, Big data - philanthropist key informant, VIC

While there was evidence of growing practice and concomitant interest in the use of data to support giving, key informants noted that lack of consistent access to open data was a pervasive issue in Australia.

Barriers and challenges

Data access afforded by the Australian Charities and Not for Profits Commission was viewed as a valuable development. However, inaccessibility of more philanthropy data was partly attributed to lack of government will to collect it from structured philanthropic vehicles:

If the Government were able to and passed legislation as exists in America to require the publication of more information, we would not have more data than we could analyse in traditional ways. So we have a really basic policy problem and a willingness problem, not a data analytics problem. If the Government were to say if you want a PAF, if you want to get the benefits of a PAF, you have to publish the following minimum information. We'll provide you with adequate privacy settings in certain situations where you want to do something confidentially. This would generate a mountain of data, but nothing new, nothing greater than the census that we've been processing for 50 to 100 years. It would just generate the sort of data that we … need, because then we would know who's giving to what … I don't think it's a big data problem. I think it's a data problem, I think it's a policy problem … I'm saying it's got nothing to do with any new technology, it's a policy thing.
- Interview, Big data - philanthropist key informant, VIC

For those devising platforms through which to harvest data to support grantees and philanthropists, a converse challenge was finding appropriate investment support to develop high quality services in a context where limited financial value was placed on the work.

> … interesting is interesting … but if people don't value the data, you can judge that by whether or not in some ways they'll pay for it.
> - Interview, Big data - nonprofit key informant, VIC

Here, the participant observed that data availability was contingent upon the quality of systems through which data were collected and mediated, which were in turn affected by the commercial value placed on these systems.

In addition to challenges with data availability, participants noted that capacity to make sense of big data was not widely developed within nonprofit and philanthropic organisations. Participants observed that most Australian philanthropists and nonprofits were grappling with the use of data in general terms, and were not strongly engaged with big data in their day to day activities.

> … the capability of analysing big data doesn't yet exist, except in a very, very small number of places, and yet people have heightened expectations as to what big data can do for them, and I think there could be some disappointments.
> - Interview, Big data - philanthropist key informant, VIC

This perception seemed to be confirmed by evidence from digital fundraisers that larger organisations were more active in the use of data analytics, while smaller organisations reported having limited human and financial resources, as well as limited choice of tailored information systems to make the most of available data. There was, however, evidence of the use of data analytics to support fundraising described by digital fundraising professionals.

The role of data analytics in changing fundraising approaches
In the case of digital fundraising, managers described their growing use of data analytics to better understand and predict donor behaviour.

> [Our fundraising platform] is data tracked, so you have all the data there, so you can just analyse.
> – Focus group, Digital fundraising managers, VIC

> … [we are] looking at their email addresses, and starting to see well what's Christine's network like … Christine's got a lot of really great supporters there, we need to do a bit more to make Christine a champion of our cause with a view to tapping into that network, beyond that initial donation for the marathon. They might give her $50, but let's have a look at who they work for and what value is there.
> – Focus group, Digital fundraising managers, VIC

While respondents recognised the power of data analytics to support effective giving and fundraising, they noted the ongoing importance of interpersonal interactions in channelling philanthropy and inspiring giving:

… people don't care about evidence actually half the time. It's all about philosophy and world view and ideology. You can give people all the evidence that you want and they ignore it.
- Interview, Big data - nonprofit key informant, VIC

… hypothetically, if we knew that the highest return on philanthropic dollars was in clean water in developing countries by miles … that is really useful information at a high level. But in terms of an individual organisation, I think we'll use the old fashioned way of looking people in the eye and talking to them and forming a view about their character and capability.
- Interview, Big data - philanthropist key informant, VIC

Future use of data and opportunities to grow the impact of giving
With regard to the use of data analytics to understand and drive social impacts, participants cited examples of new tools to support this kind of work.

[It is important] to help grantmakers to benchmark not just against their own type. So it might be how do I compare to other philanthropic organisations, or how do I compare to other philanthropic organisations of my size, or how do I compare to other philanthropic organisations who fund the arts, or it might be all grantmakers across all sectors who have $20 million to distribute every year, how do I compare. There's so many different ways to cut that information that can help people to reflect on what they're doing and see if they're up to scratch in some ways, and I think that will edge the field further.
- Interview, Big data - nonprofit key informant, VIC

Overall, however, participants observed that there is strong interest but very limited experience and tools with which to effectively do this.

There's a growing interest among people who are giving out money to be more interested in use of data in tracking outcomes. I don't know that anyone's got great tools for doing that yet …
- Interview, Big data - nonprofit key informant, VIC

… There's no data about the dollars that go in let alone the value that those dollars create. We haven't taken even the baby steps of where's the money spent and where could it have been spent.
- Interview, Big data - philanthropist key informant, VIC

7.0   Analysis

7.1   Key themes and findings

In 2016, the profile of recipient organisations was mixed. Respondents were most likely to be from religious organisations, social services or the education sector; compared to community services and the health sector in 2005. In general, the organisations that responded to the questionnaire in 2016 were younger (with 21% established since 2005) and smaller (in terms of number of staff and volunteers and annual revenue) than in 2005. However, as discussed, this is more likely to reflect changes in the sampling methods than population-level changes (see section 5.0).

7.1.1   Seeking volunteers and donors: prevalent but not universal

In 2016, some 59% of respondents undertook fundraising and 63% recruited volunteers. Community business partnerships and social enterprise activities were less common (undertaken by 36% and 13% of NPOs respectively). Although the percentage of organisations engaging in various support generation activities was higher in 2005, the spread between support generation activities was similar.

In terms of nonprofit fundraising practices, the charity survey found the following:

- regular giving was the most common fundraising practice (undertaken by 39% of organisations)
- direct mail was on par with email appeals (undertaken by 21% and 20% or organisations respectively), and
- bequests, major gifts and capital campaigns were not common fundraising practices but were significant revenue raisers for those organisations that used them.

7.1.2   Unresolved public concerns

Many of the issues and concerns raised by NPOs in *Giving Australia 2005* remained the same or have deepened. For example, public concerns around fundraising practices, administration costs and duplication within the nonprofit sector have intensified with the proliferation of organisations over the past 10 years. Yet it is through these practices that organisations can raise the resources required to deliver outcomes. This finding is echoed by the Australian Institute of Company Directors (AICD 2016) *NFP Governance and Performance Study*, which found NPOs face a range of growing challenges in the ever-changing and competitive funding environment. Although public perceptions around nonprofit performance do not necessary match reality, they still have a detrimental effect on the sector's ability to mobilise resources and represent significant barriers to maximising philanthropic potential in Australia. Study participants noted a need for ongoing public education around the importance of fundraising for NPO sustainability and vitality.

7.2   Emerging issues and predictions

This section addresses the below research questions.

- What are the rates and patterns of giving and volunteering in 2015–16?
- What are the critical factors that motivate giving and volunteering behaviours in 2016?
- How is the nonprofit sector's ability to raise revenue being affected by changes in patterns of giving and volunteering?

7.2.1   Building capacity to attract resources

The charities surveyed identified a number of critical factors that would improve their capacity to fundraise, recruit volunteers, enter into a business partnership and operate a social enterprise. Having more knowledge and deeper understanding of fundraising best practice, the issues involved in volunteer recruitment, how community business partnerships work and how to run a social enterprise were all identified as important for improving NPOs' support generation capacity. This is similar to findings from *Giving Australia 2005*, suggesting an enduring but unmet need to strengthen these areas.

For charities and NPOs to thrive in the future, NPOs interviewed emphasised the importance of recognising the demographics most likely to support their cause (see section 6.4.1). The perception from NPOs about women's significance as givers and volunteers corresponds to *Giving Australia 2016: Individual giving and volunteering*, which found women were more likely to give and volunteer than men. ATO data likewise confirms that a higher proportion of Australian women than men make tax-deductible gifts, and women gift a higher proportion of their income than men (McGregor-Lowndes and Crittall 2016; Wilson and Knowles 2016). Similarly, the ABS has found that women are more likely to participate in voluntary work than men (34% compared to 29%) (ABS 2015).

US research has offered some explanations for gender differences in giving, suggesting that for men, philanthropy may be a reflection of power, achievement or prestige; while for women it is more likely to be a way to achieve goals, promote social change or to help those less fortunate (Mesch 2016). This may partly explain the international trend with women being more involved in collective giving than men (Eikenberry and Breeze 2015, 53) echoed by *Giving Australia 2016* focus group and interview participants.

Women's increased participation in employment and resulting improved financial capacity suggests that monetary giving will continue to grow among this cohort (Daley et al. 2014). However, volunteering may be adversely affected by this higher female participation in the workforce.

In line with NPO views and reported strategies (section 6.4.1), statistics also show that in Australia, monetary giving tends to increase with age. In 2014–15, people aged 75 years or over recorded the highest average tax-deductible gift of any age group – $3,096.98, while the highest percentage of all gifts came from those aged 60–64 years (McGregor-Lowndes and Crittall 2017). In the US, this age group is considered 'the core of philanthropy in America' (Dunham+Company 2013).

In terms of motivations, nonprofit focus group and interview participants in *Giving Australia 2016* felt desire to give back or contribute to society in some way was a prime motivation for their donors. In

addition to responding to donor motivations, it was imperative to remove barriers to giving, especially at higher levels. In previous research, Australian philanthropists identified a number of 'hygiene' factors that influenced their decision-making, such as tax-deductibility, good communications and effective governance. If not in place, these aspects may turn donors away or affect the size of the gift and can influence how philanthropists might choose a charity (Scaife, McDonald and Smyllie 2011; see also, Herzberg 1964; Ross and Segal 2008).

Technology: Important but not optimised

In an age where the online and mobile technologies are playing an increasingly vital role in giving and volunteering, speed, ease, convenience, engagement, personalisation and accountability emerged as what donors expect from an online transaction. The website itself was increasingly imperative to an organisation's survival, depending on the type, size and scope of the organisation.

As reported in section 6.3, some 77% of Australian NPOs have a website. It was primarily used for information sharing and only 36% of organisations reported being able to receive donations through their website. Of those Australian NPOs with a website, 47% reported that their website was optimised for mobile technology. Although not currently a primary means of digital giving in Australia, mobile-based giving is likely to increase in line with overseas trends, making it imperative for an NPO's survival that their website is compatible with mobile devices and that barriers such as credit card security, interrupted online access, small screen size and insufficient information are addressed (IpsosMediaCT 2013).

The *Individual giving and volunteering* survey revealed that for those who donated via debit/credit card, PayPal or BPay, 28.6% checked the website prior to making their donation and 57.8% made their donation via the charity's website. In Canada, 41% of all donors and 90% of major donors visit the charity's website before making their first gift, demonstrating a website is more than an online donation portal (Good Works 2014). Although the majority of Australian NPOs have engaged with technology to some extent, only 20% of organisations felt that they were currently using technology quite or extremely well. Unless technology and social media platforms are used and updated often, they may fall by the wayside and potentially turn off supporters (Waters, Burnett, Lamm, and Lucas 2009).

Many focus group and interview participants in this study described technology as a mixed blessing. While social media enables a greater flow of information, two-way communication, deeper engagement with issues and causes, more participation and more collaboration, not all NPOs are maximising this potential. Furthermore, Australian NPOs reported feeling swamped by the sheer array of platforms available.

The charities surveyed identified a lack of human and financial resources as key barriers to better using technology (see section 6.3.3). This is supported by international research that suggests that lack of time and resources are the most frequently cited barriers to organisations using social media, followed by getting the board onside to try new technologies (Briones, Kuch, Fisher Liu and Jin 2011). Having a tech-savvy board member may help bridge this gap and allow new technologies to be used to their full potential. The study highlighted the board also needs to have a good understanding of and commitment to fundraising more broadly to enable successful digital giving strategies (see section 6.4.2).

Third party platforms for crowdfunding and peer-to-peer fundraising in Australia were increasingly enabling individuals to pool funds and unite around a common cause and leading to dynamic 'communities of purpose' (McCambridge 2013). Crowdfunding was distinguished from other fundraising vehicles as it aims to generate small donations from a larger number of supporters rather than large donations from a smaller number of supporters. This trend was observed by NPO focus group and interview participants in *Giving Australia 2016*. This reinforced the democratisation of giving by making it more accessible to everyday people and suggests greater participation rates from diverse sections of Australian society into the future. This was also a key theme in the *Giving Australia 2016 Philanthropy and philanthropists* report.

However, while crowdfunding and peer-to-peer fundraising models were bringing opportunities for NPOs to raise funds, they also enabled people to bypass NPOs altogether by raising funds directly for individuals and causes (a trend called disintermediation). Participating nonprofit fundraisers with experience in managing crowdfunding campaigns and hosting peer-to-peer fundraising events using third party platforms voiced these concerns, highlighting the risks of being a step removed from their supporters. They also stressed the challenges of converting supporters of peer-to-peer fundraising events into regular donors, as although they may be interested in the person or event, they may not be so interested in the cause or the organisation behind the event. Within this context, NPOs face a large challenge to prove their relevance and the value they add. They may need to change their funding models to engage more effectively with supporters of crowdfunding campaigns and peer-to-peer fundraising events – but they need the skills and techniques to know how to do that well.

7.2.2   Outcomes measurement and reporting

In a world of increased competition for resources, those that are transparent, accountable and able to effectively communicate their impact are more likely to succeed according to this study. The trend towards outcomes measurement and reporting observed by nonprofit participants is on multiple fronts, driven by funders, be they governments, philanthropists, foundations or investors. Funding is increasingly conditional upon reporting against specific outcome indicators (Dass 2015). This is consistent with other Australian research, which suggests performance measurement is fast gaining momentum (AICD 2016).

As highlighted in section 6.4.1, to secure funding in the emerging environment, focus group and interview participants said they needed to be able to demonstrate effectiveness and value for money. However, many felt inadequate to provide such metrics, so upskilling is needed for NPOs and individuals.

There are a number of different, and at times, competing frameworks for conceptualising results, and individual funders may have their own preferences. For organisations with diverse income streams, reporting requirements can become complex. Being able to measure and account for the drivers behind change effectively requires a technical skill set and adequate resourcing (Maughan 2012). Given the impetus for such work is often a donor driven requirement, many argue that donors should, in turn, invest in organisational capacity to collect and communicate outcomes data (Dass 2015). It is notable that US media reports have observed a revival of interest in storytelling to communicate social impacts as an explicit pushback against big data-driven impact measurement discourses (Jensen 2014).

7.2.3   The role of big data

As outlined in the <u>literature review</u>, the available literature on big data in relation to giving can be classified under four major thematic discussions:

1. creating social and environmental change through big data, including the role of co-creation and crowd sourced use of open data to identify and address big problems
2. the diagnostic potential of big data and data analytics to identify societal problems needing investment and to support strategic giving
3. the predictive capability of big data in observing donor contribution patterns over time and/or geographies in order to predict and derive maximum benefit from donor behaviour (Blackbaud 2014), and
4. the role of data analytics in assessing social impacts of funded interventions, where research suggests data analytics can help funders learn what works and why (see Smith 2014; States News Service 2014; Mead and Dreicer 2013).

Emerging issues identified in the literature in relation to the role of big data in giving included:

- the absence of substantial empirical evidence to support current promises of big data use, in part because of the relatively new state of practice
- a growing need to devise ethical as well as practical frameworks for big data usage
- extreme challenges for effective integration of data of limited standardisation, particularly in relation to social impact measurement
- great variability of quality and comprehensiveness of data between organisations and sectors, and
- general lack of accessibility of data to givers, nonprofit organisations, and the communities they serve.

The *Giving Australia 2016* results indicate a growing interest in and appetite for the use of data to support effective giving, fundraising and nonprofit practice. For the most part, this interest centred on the potential of effective data analytics and the use of open data from public sources, rather than big data, which is characterised by high volume, velocity and veracity.

In relation to the four literature themes on this topic, focus group and interview participants emphasised the diagnostic potential of big data and data analytics to identify societal problems needing investment, and to support strategic giving and the predictive capability of big data in observing donor contribution patterns over time and/or geographies to predict and derive maximum benefit from donor behaviour (Blackbaud 2014; Stevens 2014). Data analytics might also assess social impacts of funded interventions (see Smith 2014; States News Service 2014; Mead and Dreicer 2013). However, this was also identified as an area in which consistent frameworks and tools had not yet been realised.

Virtually no mention was made of the direct role of big data in creating social and environmental change, particularly through co-creation and crowd sourced use of open data to identify and address big problems. This may reflect the small sample size limitations and perspectives elicited in this exploratory research. However, the lack of an explicit data for good movement in Australia does reinforce the sense that this is a relatively under-developed area in this country.

7.3 Strengthening future giving – implications/observations

Many NPOs that participated in *Giving Australia 2016* are active in facilitating giving and volunteering. However, a number of enduring and emerging challenges persist in strengthening giving and volunteering in Australia. These challenges reflect the external cultural environment as well as the internal capacity of NPOs to keep up with emerging trends. Opportunities for growing giving in Australia need to encompass these challenges to ensure NPOs are well positioned to facilitate giving and volunteering into the future.

Research participants offered a number of thoughts on how to strengthen future giving.

7.3.1 Practice

Cooperation and collaboration
Opportunities for mutual benefit should be identified or created and may include collaborative funding arrangements, co-location and shared back of house costs.

Dedicated managers of volunteers
Having a paid or unpaid coordinator/manager of volunteers was found to be the most critical resource for recruiting and retaining volunteers, highlighting the importance of focused efforts and investing in human resources.

Professional development for the nonprofit sector
Specific skills gaps were identified in terms of outcomes measurement and corporate volunteering. Nonprofit CEOs and board members also needed development opportunities in monitoring and resourcing support generation.

Diverse opportunities for volunteer participation
Virtual, skilled and flexible volunteering opportunities were needed to suit emerging demographic and lifestyle trends. This offering may be particularly important for women and young people and can be a pathway towards further support.

Use technology to enhance the donor experience
In the experience of NPO staff and fundraisers interviewed, many donors want and expect technology in their giving practices. The better this experience (in terms of ease, convenience and satisfaction) the more likely they will continue their engagement.

Maintain relationships at the heart of supporter engagement
Participants also emphasised that good practice was perennially all about relationships. Understanding and meeting donor and volunteer motivations, preferences and expectations were the keys to success, regardless of channel.

7.3.2 Policy

Minimise red tape
Unnecessary red tape dampening especially volunteering was a consistent comment. Change was needed (e.g. police checks and responsible service of alcohol certificates for volunteers at local fundraising events). Although the importance of such regulation was recognised, there was a general sentiment that the red tape should be minimised to be less time-consuming and not deter potential volunteers.

Privacy regulation
Another key policy area of concern for the nonprofit sector was privacy laws, triggered by observing recent occurrences in the UK sector. While the government was seen to have an important role in protecting the privacy of online and other donors, participants expressed fear of restrictive knee-jerk policies.

Policy initiatives to stimulate giving
Bequests and workplace giving were two areas identified by participants as having a large unrealised potential. With the right enabling environment, be that around more promotion, more incentives or more understanding of these areas, they were seen as significant, neglected opportunities to grow giving.

7.3.3 Further research

Collect, coordinate and make available research
Study respondents sought ongoing information on topics such as: giving and volunteering trends; effectiveness of different fundraising mechanisms across cause areas; and uptake of specific technologies by different demographics. [51]

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[51] For more information on giving by individuals, businesses and philanthropists, see the other *Giving Australia 2016* reports available at http://www.communitybusinesspartnership.gov.au/about/research-projects/giving-australia-2016/.

8.0 Conclusion

The findings indicate that NPOs were active in facilitating and strengthening giving and volunteering in Australia. Patterns of support generation were found to be influenced by donor and volunteer motivations, preferences, expectations and demographics.

Although a number of enduring and emerging issues were identified, such as public perceptions around charity effectiveness, duplication and costs of fundraising; and pressure for outcomes measurement and reporting – a number of opportunities were also identified. These included internet-based giving platforms opening up opportunities for the democratisation of giving, collective ownership and deeper engagement with potential supporters. However, translating that engagement into resources can be a challenge in itself, especially in an environment where new platforms are constantly emerging.

Focus group and interview participants highlighted areas of untapped potential that can be harnessed such as social enterprise, bequests and workplace giving. Growth was also predicted for virtual, skilled and flexible volunteering and participants foresaw a democratisation of giving and volunteering as the use of social media and other technologies opens up new opportunities for participation.

To maximise this potential, NPOs stressed the importance of human resources for strengthening the sector's capacity to attract resources. A number of recommendations for a conducive environment and fundraising practice were provided by participants towards a stronger, sustainable sector and increased future giving and volunteering.

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10.0 Appendices

10.1 Appendix 1 – Religious vs non-religious charities

Due to a quarter of the 769 charities surveyed being religious congregations and associations, this appendix examines some of the quantitative data for religious and non-religious charities.

Profile of religious and non-religious charities

Table 47 displays the number of paid staff for religious, non-religious and all charities. Religious organisations were most likely to have between one and nineteen paid staff.

Table 47 Number of paid staff, religious, non-religious and all charities 2016

Number of paid staff	Religious charities		Non-religious charities		All charities	
	No.	%	No.	%	No.	%
No paid staff	68	34.7%	283	49.4%	351	45.6%
1–19 paid staff	121	61.7%	202	35.3%	323	42.0%
20–99 paid staff	4	2.0%	59	10.3%	63	8.2%
100 or more paid staff	3	1.5%	29	5.0%	32	4.2%
Total	196	100%	573	100%	769	100%

Table 48 displays the breakdown of religious and non-religious charities by revenue. Three-quarters of religious charities had an annual revenue up to $250,000, compared to 57.6% of non-religious charities. Only 9% of religious charities had an annual revenue of more than $1 million, compared to 22.5% of non-religious charities.

Table 48 Revenue, religious, non-religious and all charities 2016

Revenue	Religious charities		Non-religious charities		All charities	
	N	%	N	%	N	%
Less than $50,000	53	29.1%	175	35.2%	228	31.7%
$50,000 – $100,000	45	24.7%	60	11.2%	105	14.6%
More than $100,000 – $250,000	39	21.4%	75	13.9%	114	15.8%
More than $250,000 – $500,000	17	9.3%	57	10.6%	74	10.3%
More than $500,000 – $1 million	14	7.7%	50	9.3%	64	8.9%
More than $1 million – $5 million	8	4.1%	73	13.6%	81	11.3%
More than $5 million – $10 million	1	2.2%	18	3.3%	19	2.6%
More than $10 million – $25 million	4	2.2%	23	4.3%	27	3.8%
More than $25 million – $50 million	0	0.0%	5	0.9%	5	0.7%
More than $50 million – $100 million	0	0.0%	0	0.0%	0	0.0%
More than $100 million	1	0.5%	2	0.4%	3	0.4%
Total[52]	182	100%	538	100%	720	100%

The distribution by state/territory was quite similar for religious and non-religious charities. With just under a third coming from New South Wales and few organisations coming from Tasmania, Northern Territory and the Australian Capital Territory (see Table 49).

Table 49 State/territory of organisations, religious, non-religious and all charities 2016

State/Territory	Religious charities		Non-religious charities		All charities	
	N	%	N	%	N	%
NSW	62	31.6%	176	30.7%	238	30.9%
VIC	49	25.0%	124	21.6%	173	22.5%
QLD	32	16.3%	112	19.5%	144	18.7%
SA	32	16.3%	56	9.8%	88	11.4%
WA	13	6.6%	62	10.8%	75	9.8%
TAS	2	1.0%	19	3.3%	21	2.7%
ACT	6	3.1%	17	3.0%	23	3.0%
NT	0	0.0%	7	1.2%	7	0.9%
Total	196	100%	573	100%	769	100%

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[52] Numbers may not add up to the total number of organisations due to nonresponse

Table 50 displays the year religious and non-religious organisations were established. In general, religious organisations tended to be older than non-religious organisations with 20.0% of religious charities established before 1950, compared to 8.8% of non-religious charities. At the other end of the spectrum, 27% of religious charities were established in the 21st century, compared to 36.4% of non-religious charities.

Table 50 Year of establishment, religious, non-religious and all charities 2016

Year of establishment	Religious charities		Non-religious charities		All charities	
	N	%	N	%	N	%
Before 1900	19	9.8%	10	1.8%	29	3.8%
1900–1949	20	10.4%	40	7.1%	60	7.9%
1950–1969	19	9.8%	40	7.1%	59	7.8%
1970–1979	37	19.2%	50	8.8%	87	11.4%
1980–1989	22	11.4%	114	20.1%	136	17.9%
1990–1999	24	12.4%	107	18.9%	131	17.2%
2000–2005	21	10.9%	77	13.6%	98	12.9%
2006–2016	31	16.1%	129	22.8%	160	21.1%
Total	193	100%	567	100%	760	100%

Fundraising

Overall, 23.9% of donors in the *Individual giving and volunteering* survey gave to religious organisations. The average annual donation to these causes was $932.50. This is equivalent to $3,197.94 million and represented 28.4% of all donations. [53]

Overall, 53.6% of religious charities and 60.4% of non-religious organisations undertook fundraising activities in their last financial year. Table 51 displays the most commonly used fundraising sources for religious and non-religious organisations. As could be expected, everyday donors were the most commonly targeted source for religious charities.

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[53] For more information on giving patterns by individuals see section 6.4 of *Giving Australia 2016: Individual giving and volunteering.*

Table 51 Fundraising sources targeted – religious, non-religious and all charities 2016

Fundraising source	Religious charities		Non-religious charities		All charities	
	No.	%	No.	%	No.	%
Everyday donors/general public	95	90.5%	287	82.9%	382	84.7%
Government grants	6	5.7%	119	34.4%	125	27.7%
Corporate organisations	4	3.8%	108	31.2%	112	24.8%
Trusts and foundations	10	9.5%	73	21.1%	83	18.4%
Service clubs	1	1.0%	74	21.4%	75	16.6%
High-net-worth individuals	8	7.6%	60	17.3%	68	15.1%
Members and affiliated persons	7	6.7%	25	7.2%	32	7.1%
Other	8	7.6%	28	8.1%	36	8.0%
Total	105	100%	346	100%	451	100%

In terms of fundraising activities/practices, regular giving was the most commonly used with three-quarters (75.2%) of religious organisations operating a regular giving program. Nearly 20% used direct mail appeals and 26.7% sold donated goods to raise funds (See Table 52).

Table 52 Usage of fundraising activities/practices by religious organisations 2016

Fundraising activity/practice	No.	%	Fundraising activity/practice	No.	%
Regular giving	79	75.2%	**Gaming**	**6**	**5.7%**
Fundraising campaigns Total	**30**	**28.6%**	Raffles	6	5.7%
Direct mail appeals	20	19.0%	Art unions	-	-
Capital campaigns	6	5.7%	Bingo	-	-
Other major gift fundraising	6	5.7%	Other gaming	-	-
Bequests	2	1.9%	**Technology-based appeals**	**21**	**20.0%**
Other campaign	3	2.9%	Email appeals	17	16.2%
Face-to-face appeals	**21**	**20.0%**	Crowdfunding	1	1.0%
Face-to-face fundraising	13	12.4%	Website donations	15	14.3%
Other street collections	2	1.9%	Social media advertising	2	1.9%
Other doorknocks	1	1.0%	Social media appeals	3	2.9%
Other face-to-face	6	5.7%	SMS appeals	2	1.9%
Corporate appeals	**9**	**8.6%**	Other mobile fundraising	1	1.0%
Corporate gifts	3	2.9%	Other technology-based appeals	-	-
Corporate sponsorship	3	2.9%	**Media appeals**	**5**	**4.8%**
Corporate grants	2	1.9%	Radio-a-thon	-	-
Corporate in-kind donations	1	1.0%	Telethon	-	-
Payroll giving	2	1.9%	Other radio appeal	1	1.0%
Other workplace giving	-	-	Other TV appeal	-	-
Other corporate	2	1.9%	Press appeal	1	1.0%
Nongovernment grant seeking	**20**	**19.0%**	Other appeal	3	2.9%
Foundation grants	8	7.6%	**Membership**	**23**	**21.9%**
Community grants	8	7.6%	Membership fees	15	14.3%
Other nongovernment grants	5	4.8%	Donor clubs/circles	1	1.0%
Events	**54**	**51.4%**	Other member based	11	10.5%
Gala events/dinners	23	21.9%	**Other**	**7**	**6.7%**
Peer-to-peer fundraising events	2	1.9%	Rounding up of bills	-	-
Other event-based fundraising	38	36.2%	Telemarketing for donations	-	-
Sale of goods	**34**	**32.4%**	Auctions	2	1.9%
Sale of donated goods	28	26.7%	Other	5	4.8%
Sale of branded merchandise	1	1.0%			
Sale of other new merchandise	3	2.9%			
Other sale of goods	1	1.0%			

Volunteer fundraisers were the most commonly used resource for both religious and non-religious charities (Table 53). Only 6.7% of religious charities used paid internal fundraising staff (compared to 17.1% of non-religious charities).

Table 53 Fundraising resources, religious, non-religious and all charities 2016

Fundraising resource	Religious charities		Non-religious charities		All charities	
	No.	%	No.	%	No.	%
Paid internal fundraising staff	7	6.7%	59	17.1%	66	14.6%
Other internal staff	16	15.2%	79	22.8%	95	21.1%
Volunteer fundraisers	47	44.8%	208	60.1%	255	56.5%
Services of an external commercial consultant	3	2.9%	8	2.3%	11	2.4%
Information received from printed documents	7	6.7%	22	6.4%	29	6.4%
Fundraising resources/data/ templates/ information from internet	3	2.9%	35	10.1%	38	8.4%
Information received through course/seminar	4	3.8%	19	5.5%	23	5.1%
Information received from a nonprofit support organisation	3	2.9%	22	6.4%	25	5.5%
Information received from a for-profit support organisation	-	-	9	2.6%	9	2.0%
Advice from another nonprofit organisation	1	1.0%	27	7.8%	28	6.2%
Advice from the board and/or board member	10	9.5%	79	22.8%	89	19.7%
Networking with peers	16	15.2%	96	27.7%	112	24.8%
Online fundraising platform	3	2.9%	32	9.2%	35	7.8%
Mobile phone apps	1	1.0%	3	0.9%	4	0.9%
Social media	9	8.6%	65	18.8%	74	16.4%
Other	6	5.7%	21	6.1%	27	6.0%

For the 46.4% of religious organisations that did not engage in fundraising, 35.2% stated that they did not need to raise extra revenue. Other reasons religious organisations did not engage in fundraising are displayed in Table 54.

Table 54 Reasons for not engaging in fundraising, religious, non-religious and all charities 2016

Reason for not fundraising	Religious charities		Non-religious charities		All charities	
	No.	%	No.	%	No.	%
There was no need to raise extra revenue	32	35.2%	88	38.8%	120	37.7%
We did not see fundraising as an effective way to generate income	15	16.5%	44	19.4%	59	18.6%
We did not have the financial resources to undertake fundraising	6	6.6%	63	27.8%	69	21.7%
We did not have the staff/volunteer resources to undertake fundraising	18	19.8%	105	46.3%	123	38.7%
We did not have a designated fundraising/development officer or team	9	9.9%	71	31.3%	80	25.2%
Our Board did not support fundraising	6	6.6%	15	6.6%	21	6.6%
We were not sure how to go about fundraising	5	5.5%	16	7.0%	21	6.6%
Unable to due to law	2	2.2%	6	2.6%	8	2.5%
Do not believe in fundraising	9	9.9	2	0.9%	11	3.5%
Appeal to members only	6	6.6%	2	0.9%	8	2.5%
Other	8	8.8%	12	5.3%	20	6.3%

Volunteering

Table 55 displays the number of volunteers for religious, non-religious and all charities. Religious organisations had a similar breakdown in volunteer numbers compared to non-religious charities. On average, religious organisations had 52 volunteers, compared to 87 for non-religious organisations.

Table 55 Number of volunteers, religious, non-religious and all charities 2016

Number of volunteers	Religious charities		Non-religious charities		All charities	
	No.	%	No.	%	No.	%
No volunteers	12	6.1%	39	6.8%	51	6.6%
1–19 volunteers	86	43.9%	269	46.9%	355	46.2%
20–99 volunteers	72	36.7%	199	34.7%	271	35.2%
100 or more volunteers	26	13.3%	66	11.5%	92	12.0%
Total	196	100%	573	100%	769	100%

The total number of volunteer hours per week varied as per Table 56. The pattern of responses is quite similar for religious and non-religious organisations with 35% of religious charities and 38.8% of non-religious charities receiving between one and nine volunteer hours per week in total.

Table 56 Total number of volunteer hours a week — religious, non-religious and all charities 2016

Total number of volunteer hours per week on average	Religious organisations		Non-religious organisations		All charities	
	No.	%	No.	%	No.	%
None	8	4.4%	16	3.0%	24	3.4%
1–9 hours per week	64	35.0%	206	38.8%	270	37.8%
10–19 hours per week	33	18.0	86	16.2%	119	16.7%
20–49 hours per week	28	15.3%	87	16.4%	115	16.1%
50–99 hours per week	21	11.5%	58	10.9%	79	11.1%
100–499 hours per week	22	12.0%	67	12.6%	89	12.5%
500–999 hours per week	4	2.2%	6	1.1%	10	1.4%
1000+ hours per week	3	1.6%	5	0.9%	8	1.1%
Total	183	100%	531	100%	715	100%

Overall 18.3% of all volunteers in the *Individual giving and volunteering* survey volunteered for a religious organisation in the 12 months prior to interview. The average number of hours volunteered over the year was 119 hours (2 hours per week on average). This equated to 160.51 million hours in total or 17.2% of all volunteer hours. [54]

Volunteers in the *Individual giving and volunteering* survey identified the activities they undertook while volunteering for religious organisations. The most common type of activity was preparing or serving food (see Figure 15).

Activity	%
Preparing or serving food	20.78%
Maintenance, cleaning or gardening, working bees	20.59%
Teaching, supervising, instructing, providing information, translating, reading	20.41%
Helping at or setting up events	13.36%
Event planning and organisation	10.02%

Figure 15 Most common volunteering activities – religious organisations 2016

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[54] For more information on volunteering patterns by individuals see section 6.14 of *Giving Australia 2016: Individual giving and volunteering*.

In terms of managing their volunteers, religious organisation were slightly less likely than non-religious organisations to have a manager of volunteers, and this person was typically unpaid (see Table 57).

Table 57 Manager of volunteers, religious, non-religious and all charities 2016

Manager of volunteers	Religious organisations		Non-religious organisations		All charities	
	No.	%	No.	%	No.	%
Paid manager/coordinator of volunteers	34	18.5%	137	25.7%	171	23.8%
Unpaid manager/coordinator of volunteers	44	23.9%	150	28.1%	194	27.0%
Any manager of volunteers	78	42.4%	287	53.7%	365	50.8%

In terms of the management support provided to volunteers, of the volunteer-involving religious organisations, 56% had a training program, compared to 66.7% of non-religious organisations. Only 9.2% of the religious organisation held induction and exit interviews, compared to nearly a third (30.3%) of non-religious organisations.

Table 58 Volunteer-related programs, religious, non-religious and all charities 2016

Volunteer-related program	Religious organisations		Non-religious organisations		All charities	
	No.	%	No.	%	No.	%
Formal contracts for volunteers	6	3.3%	40	7.5%	46	6.4%
Written agreements with volunteers	19	10.3%	127	23.8%	146	20.3%
Position descriptions for volunteers	51	27.7%	231	43.3%	282	39.3%
Induction and exit interviews	17	9.2%	162	30.3%	179	24.9%
A formal training program for volunteers	25	13.6%	104	19.5%	129	18.0%
An informal training program for volunteers	64	34.8%	214	40.1%	278	38.7%
No volunteer program	81	44.0%	178	33.3%	259	36.1%

Table 59 displays the recognition activities, religious, non-religious and all charities undertook in 2016. A fifth of religious organisations reported that they did not provide any recognition to their volunteers. For those that did, public acknowledgment of individual volunteers and personal written thank you were most common. For non-religious organisations, public acknowledgment and holding a special gathering/celebration were most common.

Table 59 Volunteer recognition, religious, non-religious and all charities 2016

Recognition activity	Religious organisations		Non-religious organisations		All charities	
	No.	%	No.	%	No.	%
Public acknowledgment of individual volunteers in newsletters, annual reports, website, social media etc.	82	44.6%	318	59.6%	400	55.7%
Special gathering/celebration	55	29.9%	249	46.6%	304	42.3%
Personal written thank you	71	38.6%	225	42.1%	296	41.2%
Certificate of appreciation/thank you gift	41	22.3%	210	39.3%	251	35.0%
References to assist with job seeking	26	14.1%	166	31.1%	192	26.7%
Opportunity to attend events for free/subsidised rate	23	12.5%	134	25.1%	157	21.9%
Preferential/specialised access to organisation's facilities/events	14	7.6%	75	14.0%	89	12.4%
Giving of branded merchandise (e.g. t-shirt)	4	2.2%	62	11.6%	66	9.2%
Verbal thank you	5	2.7%	4	0.7%	9	1.3%
Other	4	2.2%	4	0.7%	8	1.1%
No recognition is provided to volunteers	38	20.7%	68	12.7%	106	14.8%
Total[55]	184	100%	534	100%	718	100%

New technologies

Three-quarters (74%) of religious organisations and 77.4% of non-religious organisations had a website or webpage. Only 36.1% of religious organisations and 50.3% of non-religious organisations' websites were optimised for mobile technology. In comparison, 80.4% of all charities and NPOs surveyed had a website or webpage and 50.8% of these were optimised for mobile technology.

Table 60 displays the most common uses of the website or webpage. Religious and non-religious organisations were similar in their use of their website to provide information, share news and promote physical events. However, only 21.4% of religious organisations used their website to receive donations compared to 41.1% of non-religious organisations.

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[55] Multiple responses were allowed for this question.

Table 60 Use of website or webpage — religious, non-religious and all charities 2016

Use of website/webpage	Religious charities		Non-religious charities		All charities	
	No.	%			No.	%
Provide information	139	95.9%	427	96.4%	566	96.3%
Sharing of news	100	69.0%	319	72.0%	419	71.3%
Promotion/brand recognition	61	42.1%	284	64.1%	345	58.7%
Promote physical events	74	51.0%	230	51.9%	304	51.7%
Receive donations	31	21.4%	182	41.1%	213	36.25
Recruit volunteers	16	11.0%	124	28.0%	140	23.8%
Sell goods/services online	8	5.5%	90	20.3%	98	16.7%
Provide member only information	22	15.2%	62	14.0%	84	14.3%
Ask for/manage donations of goods	6	4.1%	68	15.3%	74	12.6%
Provision of suggested wording for a bequest	6	4.1%	31	7.0%	37	6.3%
Manage volunteers	9	6.2%	25	5.6%	34	5.8%
Other	2	1.4%	15	3.4%	17	2.9%
Total	145	100%	443	100%	588	100%

Overall, 49.5% of religious and 62.3% of non-religious charities use social media. Facebook was by far the most common form of social media used with 91.8% of religious and 94.4% of non-religious charities who use social media using Facebook.

Table 61 displays the most common uses for social media. Providing information, communicating with members/supporters and promoting events were the main uses of social media for both religious and non-religious charities. Only 10.3% of religious charities asked for donations via social media, compared to 27.8% of non-religious charities.

Table 61 Use of social media, religious, non-religious and all charities 2016

Use of social media	Religious charities		Non-religious charities		All charities	
	No.	%			No.	%
Provide information	84	86.6%	336	94.4%	420	92.7%
Communicate with members/supporters	79	81.4%	280	78.7%	359	79.2%
Promote events	66	68.0%	278	78.1%	344	75.9%
Ask for donations	10	10.3%	99	27.8%	109	24.1%
Recruit volunteers	11	11.3%	105	29.5%	116	25.6%
Receive donations	4	4.1%	28	7.9%	32	7.1%
Other	-	-	5	1.4%	5	1.1%
Total	97	100%	356	100%	453	100%

10.2 Appendix 2 - Survey of charities

Giving Australia 2016

Survey of charities

QUT Ethics Approval Number: 1600000098
Australian Bureau of Statistics, Statistical Clearing House Approval Number: 02476-01

DESCRIPTION

This survey on strengthening charities is part of the wider *Giving Australia 2016* study being undertaken by the Australian Centre for Philanthropy and Nonprofit Studies at the Queensland University of Technology (QUT) and partners on behalf of the Australian Government Department of Social Services and the Prime Minister's Community Business Partnership.

You are being asked to participate as an employee of an organisation registered with the Australian Charities and Not-for-profits Commission (ACNC).

As this survey asks about your organisation's income sources, it is essential that whoever completes it can access information on the organisation's financial position, fundraising activities and volunteer management.

This survey focuses on your organisation's experience with aspects of fundraising and development activities, volunteers, new technologies, social enterprise and community business partnerships.

Where possible, we have provided a link to the Australian Charities and Not-for-profits Commission (ACNC) website or the Australian Business Number (ABN) Lookup to make it easy for you to fill out this survey. Please note that your organisation's ABN will be helpful in answering this survey. However, we will not ask for your organisation's ABN and cannot link your responses to other publicly available information (e.g. your ACNC profile).

PARTICIPATION

Participation will involve completing a confidential questionnaire that will take approximately 20 minutes of your time.

Sample questions include: what is your organisation's primary purpose? What was your organisation's total revenue in your most recent full financial year? What do you think would most improve your organisation's capacity to fundraise in the future?

Your participation in this project is entirely voluntary and all information that you provide will be confidential. Your name or that of your organisation is not required and will not be identified in any research publications. If you agree to participate you do not have to complete any question(s) you are uncomfortable answering.

Your decision to participate or not participate will in no way impact upon your current or future relationship with QUT, the Department of Social Services, the Prime Minister's Community Business Partnership or the Australian Charities and Not-for-profits Commission. If you do agree to participate you can withdraw from the project without comment or penalty until questionnaire submission. Should you close the browser without submitting, data collected may be included in the analysis. Once you

have submitted the questionnaire, data will be de-identified and it will not be possible to withdraw any of your responses.

EXPECTED BENEFITS

The purpose of the *Giving Australia 2016* research project is to help the community by collecting comprehensive, up-to-date information on giving by individuals, collectives and businesses in Australia. With this survey, we hope to be able to provide your organisation with information about

- what resources successful organisations use in fundraising and volunteer recruitment
- what resources charities need in order to improve their fundraising or volunteer recruitment
- what new technologies are being embraced by charities and how these are being used

For this project to be of most benefit to your organisation and the sector as a whole, it is imperative that we obtain accurate data from a wide range of organisations. We do hope that you will take up this opportunity to participate in the largest study of giving and volunteering ever undertaken in Australia.

RISKS

There are no risks beyond normal day-to-day living associated with your participation in this project.

PRIVACY & CONFIDENTIALITY

All comments and responses will be treated confidentially unless required by law. The names of individual persons or organisations are not required in any of the responses.

Any data collected as part of this project will be stored securely as per QUT's Management of research data policy. Please note that non-identifiable aggregated data collected in this project may be used as comparative data in future projects, published in academic journals or stored on an open access database (e.g. Australian Data Archive) for secondary analysis.

This survey is part of a joint project with Centre for Social Impact, Swinburne University of Technology and the Centre for Corporate Public Affairs. The project is funded by the Australian Government Department of Social Services and they will have access to the non-identifiable data obtained during the project.

CONSENT TO PARTICIPATE

Submission of the online questionnaire is accepted as consent to participate in this project.

QUESTIONS / FURTHER INFORMATION ABOUT THE PROJECT

If you have any questions or require further information, please contact one of the researchers listed below.

Assoc Prof Wendy Scaife	07 3138 8051	w.scaife@qut.edu.au
Ms Marie Crittall	07 3138 4554	marie.crittall@qut.edu.au

Thank you for helping with this research project. Please print this sheet for your information.

About this survey

This survey is only for organisations registered with the ACNC. If you are from a for-profit organisation or your nonprofit organisation is not registered with the ACNC please do not complete the survey.

While some of the information asked in this survey is available on the ACNC website, we cannot link your responses to your ACNC record. Where possible we have referred you to your ACNC record to aid you in answering these questions.

Please have your **ABN** available to help you easily access your profile when prompted.

Your responses will be automatically saved as you complete the survey. You are able to exit the survey (by closing the webpage) and return later to complete it.

Certain terms have definitions provided for your assistance - where a term is bold and italicised (as per ABN above); you can see the definition by hovering your cursor over the term.

Please click >> to begin the survey

About your organisation

These questions relate to your organisation as a whole.

For NPO survey respondents only

Is your organisation registered with the Australian Charities and Not-for-profits Commission?

a) Yes
b) No

For all respondents

1. Please describe your organisation's primary purpose
_____
_____
_____

2. Which category best describes your organisation. Please click here for a full description of each category (select one only)

Culture and recreation
a) Culture and arts (go to Q4)
b) Sports (go to Q4)
c) Other recreation and social clubs (go to Q4)

Education and research
d) Primary and secondary education (go to Q5)
e) Higher education (go to Q5)
f) Other education (go to Q5)
g) Medical research (go to Q5)
h) Other research (go to Q5)

Health
i) Hospitals and rehabilitation (go to Q4)
j) Nursing homes (go to Q4)
k) Mental health and crisis intervention (go to Q4)
l) Other health services (go to Q4)

Social services
m) Social services (go to Q4)
n) Emergency and relief (go to Q4)
o) Income support and maintenance (go to Q4)
p)
Environment and animal protection
q) Environment (go to Q4)
r) Animal protection (go to Q4)

Development and housing
s) Economic, social and community development (go to Q4)
t) Housing (go to Q4)
u) Employment and training (go to Q4)

Law, advocacy and politics
v) Civic and advocacy organisations (go to Q4)
w) Law and legal services (go to Q4)
x) Political organisations (go to Q4)

International
y) International activities (go to Q4)

Philanthropic intermediaries and voluntarism promotion
z) Grantmaking foundations (go to Q4)
aa) Other philanthropic intermediaries and voluntarism promotion (go to Q4)

Religion
bb) Religious congregations and associations (go to Q4)

Not elsewhere specified
cc) Other (please specify) (go to Q4)

3. Is your organisation a: (select all that apply)

a) Primary school
b) Secondary school
c) Government/public school
d) Catholic school
e) Other private/independent school
f) University
g) Vocational/technical school
h) Parents and citizens association (P&C)
i) Parents and friends association (P&F)
j) Preschool
k) Childcare
l) Other (e.g. Fund that supports and educational institution) (please specify)

4. Does your organisation?

a) Serve the needs of its own members/supporters only
b) Serve the wider public/community only

c) Serve both the needs of its own members/supporters and the wider public community

5. In what year was your organisation established?
   *This information can be found by entering your organisation's name or **ABN** at this ACNC webpage.*

6. What is the legal status of your organisation? (select one only)

   a) Incorporated as an association under State legislation
   b) Incorporated as a company limited by guarantee
   c) A Trust
   d) Incorporated as an Aboriginal association
   e) Incorporated as a cooperative
   f) Incorporated by a separate Act of Parliament
   g) Legal identity is linked with a church or religious body
   h) Unincorporated association
   i) Other (please specify)

Your place of work

The following questions relate to the level of the organisation where you work or volunteer.

7. Which category best describes the level of the organisation where you work or volunteer? (select one only)

International organisation
   a) International office of an international organisation (head office)
   b) National office of an international organisation
   c) State branch/office of an international organisation
   d) Local branch/office of an international organisation

National organisation
   e) National office of a national organisation
   f) State branch/office of a national organisation
   g) Local branch/office of a national organisation

State organisation
   h) State office of a state organisation
   i) Local branch/office of a State organisation

Local organisation
   j) Local organisation

Other
   k) Other (please specify)

8. In which State/Territory is your level of the organisation located?

   a) Australian Capital Territory
   b) Northern Territory
   c) New South Wales
   d) Queensland
   e) South Australia
   f) Tasmania
   g) Victoria
   h) Western Australia

9. In what city or town is your level of the organisation located?
   _____

10. In what postcode is your level of the organisation located?
   _____

11. Remembering that you are answering for your level of the organisation, does this level of your organisation employ paid staff?

   ☐ Yes (go to Q12)
   ☐ No (go to Q13)

12. How many full-time, part-time and casual employees does your level of your organisation have? This information can be found by entering your organisation's name or ABN at this ACNC webpage and opening your Annual Information Statement (AIS) data

   _____ Full-time employees

   _____ Part-time employees

   _____ Casual employees

13. What was the total gross income in your most recent full financial year for your level of the organisation? *This information can be found by entering your organisation's name or ABN at this ACNC webpage and opening your AIS data*

   a) Less than $50,000
   b) $50,000 - $100,000
   c) More than $100,000 - $250,000
   d) More than $250,000 - $500,000
   e) More than $500,000 - $1 million
   f) More than $1 million - $5 million

   g) More than $5 million - $10 million
   h) More than $10 million - $25 million
   i) More than $25 million - $50 million
   j) More than $50 million - $100 million
   k) More than $100 million

14. Please indicate the approximate percentage (to the nearest whole number) of your level of your organisation's total gross revenue from each of the following sources for your most recent full financial year (note: total should equal 100%)

a) Sale of goods and/or services as part of your organisation's mission and purpose	_____%
b) Fundraising (excluding bequests)	_____%
c) Bequests	_____%
d) Membership fees	_____%
e) Social enterprise (unrelated to primary mission and purpose)	_____%
f) Government (Federal, State, Local)	_____%
g) Business (e.g. cash and in-kind contributions)	_____%
h) Corporate sponsorship	_____%
i) Grants from Foundations/Trusts	_____%
j) Interest on investments/dividends/rent	_____%
k) Other (please specify)	_____%
l) Total	_____%

If Q14f >0 go to Q15

If Q14f = 0 go to 19

15. Again, thinking about your level of the organisation, what was the nature/purpose of the funding you received from each level of government?

	Do not receive funding	Core funding	Service delivery	Contract for separate/ discrete project	Other
a) Federal government	○	○	○	○	○
b) State government	○	○	○	○	○
c) Local government	○	○	○	○	○

If Q15a other is selected, ask

16. What was the primary nature/purpose of your funding from the Federal Government?
_____

If Q15b other is selected, ask

17. What was the primary nature/purpose of your funding from **State** Government?
_____

If Q15c other is selected, ask

18. What was the primary nature/purpose of your funding from local Government?
_____

Fundraising

The questions in this section refer to the fundraising activities that your organisation undertakes to carry out its work. Please answer all questions in relation to the level of the organisation where you work or volunteer.

19. Did your organisation undertake any fundraising activities in your most recent full financial year?

   a) Yes (go to Q20)
   b) No (go to Q30)

20. What sources did you target for your fundraising, in your most recent full financial year? (select all that apply)

   a) Everyday donors
   b) High-net-worth individuals
   c) Corporate organisations
   d) Trusts and foundations
   e) Service clubs (e.g. Lions)
   f) Government grants
   g) Other (please specify)

21. Please specify the group that was the **most significant fundraising source** for your organisation in your most recent full financial year. *(Select one only) (NOTE: ONLY OPTIONS SELECTED IN Q20 WILL APPEAR ONSCREEN)*

   a) Everyday donors
   b) High-net-worth individuals
   c) Corporate organisations
   d) Trusts and foundations
   e) Service clubs (e.g. Lions)
   f) Government grants
   g) Other (please specify)

22. How did your organisation seek nongovernment revenue in your most recent full financial year? (select all that apply).

Fundraising campaigns
a) Direct mail appeals
b) Capital campaigns
c) Other major gift fundraising
d) Bequests/gifts in Wills fundraising
e) Other campaign (please specify)

Face-to-face appeals
f) Face-to-face fundraising (sign up to regular giving e.g. in the street, shopping centre, door-to-door)
g) Other street collections (bucket/tin collections)
h) Other door knocks
i) Other face-to-face (please specify)

Corporate appeals
j) Corporate gifts
k) Corporate sponsorship
l) Corporate grants
m) Corporate in-kind donations
n) Payroll giving
o) Other workplace giving
p) Other corporate (please specify)

Nongovernment grantseeking
q) Foundation grants
r) Community grants
s) Other nongovernment grants (please specify)

Events
t) Gala events/dinners
u) Peer-to-peer fundraising events (e.g. World's Greatest Shave)
v) Other event-based fundraising

Sale of goods
w) Sale of donated goods (e.g. charity or opportunity shops)
x) Sale of branded merchandise either in person or online (e.g. T-shirts, pins, wristbands)

y) Sale of other new merchandise either in person or online (e.g. umbrellas, dog beds, chocolates)
z) Other sale of goods (please specify)

Gaming
aa) Raffles
bb) Art unions
cc) Bingo
dd) Other gaming (please specify)

Technology-based appeals
ee) Email appeals
ff) Crowdfunding
gg) Website donations
hh) Social media advertising
ii) Social media appeals
jj) SMS appeals
kk) Other mobile fundraising
ll) Other technology-based appeals (please specify)

Media appeals
mm) Radio-a-thon
nn) Telethon
oo) Other radio appeal
pp) Other TV appeal
qq) Billboard appeal
rr) Press appeal
ss) Other appeal (please specify)

Membership
tt) Membership fees
uu) Donor clubs/circles
vv) Other member based (please specify)

Other
ww) Rounding up of bills
xx) Telemarketing for donations
yy) Auctions
zz) Other (please specify)

23. Does your organisation have a *regular giving program?*
   a) Yes
   b) No

24. Which activity/practice was the most significant (in terms of net revenue) for your organisation in your most recent full financial year? (Select one only) (NOTE: ONLY OPTIONS SELECTED IN Q22 and 23 WILL APPEAR ONSCREEN)

a) Regular giving program

Fundraising campaigns
b) Direct mail appeals
c) Capital campaigns
d) Other major gift fundraising
e) Bequests/gifts in Wills fundraising
f) Other campaign (please specify)

Face-to-face appeals
g) Face-to-face fundraising (sign up to regular giving e.g. in the street, shopping centre, door-to-door)
h) Other street collections (bucket/tin collections)
i) Other door knocks
j) Other face-to-face (please specify)

Corporate appeals
k) Corporate gifts
l) Corporate sponsorship
m) Corporate grants
n) Corporate in-kind donations
o) Payroll giving
p) Other workplace giving
q) Other corporate (please specify)

Nongovernment grantseeking
r) Foundation grants
s) Community grants
t) Other nongovernment grants (please specify)

Events
u) Gala events/dinners
v) Peer-to-peer fundraising events (e.g. World's Greatest Shave)
w) Other event-based fundraising

Sale of goods
x) Sale of donated goods (e.g. charity or opportunity shops)
y) Sale of branded merchandise either in person or online (e.g. T-shirts, pins, wristbands)

z) Sale of other new merchandise either in person or online (e.g. umbrellas, dog beds, chocolates)
aa) Other sale of goods (please specify)

Gaming
bb) Raffles
cc) Art unions
dd) Bingo
ee) Other gaming (please specify)

Technology-based appeals
ff) Email appeals
gg) Crowdfunding
hh) Website donations
ii) Social media advertising
jj) Social media appeals
kk) SMS appeals
ll) Other mobile fundraising
mm) Other technology-based appeals (please specify)

Media appeals
nn) Radio-a-thon
oo) Telethon
pp) Other radio appeal
qq) Other TV appeal
rr) Billboard appeal
ss) Press appeal
tt) Other appeal (please specify)

Membership
uu) Membership fees
vv) Donor clubs/circles
ww) Other member based (please specify)

Other
xx) Rounding up of bills
yy) Telemarketing for donations
zz) Auctions
aaa) Other (please specify)

25. Thinking about your (Q24 response), which of the following resources did your organisation use in undertaking this activity/practice? (select all that apply)

a) Paid internal fundraising staff
b) Other internal staff
c) Volunteer fundraisers
d) Services of an external commercial consultant
e) Information received from printed documents (e.g. books/manuals)
f) Fundraising resources/ data/ templates/ information from Internet (e.g. Google search)
g) Information received through course/ seminar

h) Information received from a nonprofit support organisation (e.g. Fundraising Institute Australia, Our Community)

i) Information received from a for-profit support organisation

j) Advice from another nonprofit organisation

k) Advice from the board and/or board member

l) Networking with peers

m) Online fundraising platforms (e.g. Everyday Hero, GiveNow)

n) Mobile phone apps

o) Social media (e.g. Facebook)

p) Other (please specify)

26. How useful were the following resources in undertaking (Q24 response)? (NOTE: ONLY OPTIONS SELECTED IN Q25 WILL APPEAR ONSCREEN) (Options ranged from 1: No use at all to 5: Extremely useful)

a) Paid internal fundraising staff

b) Other internal staff

c) Volunteer fundraisers

d) Services of an external commercial consultant

e) Information received from printed documents (e.g. books/manuals)

f) Fundraising resources/ data/ templates/information from Internet (e.g. Google search)

g) Information received through course/ seminar

h) Information received from a nonprofit support organisation (e.g. Fundraising Institute Australia, Our Community)

i) Information received from a for-profit support organisation

j) Advice from another nonprofit organisation

k) Advice from the board and/or board member

l) Networking with peers

m) Online fundraising platforms (e.g. Everyday Hero, GiveNow)

n) Mobile phone apps

o) Social media (e.g. Facebook)

p) Other (please specify)

If undertook peer-to-peer fundraising events (Q22u is selected), ask

27. Did your organisation use any third party fundraising apps to support your peer-to-peer fundraising event/s? (e.g. Everyday Hero, Go Fundraise etc.)

a) Yes

b) No

c) Don't know

28. Did your organisation pay anyone to undertake fundraising for your organisation in your most recent full financial year?

    a) Yes, full-time or part-time staff member/s
    b) Yes, consultant/s or contractor/s
    c) Yes, a mixture of consultant/contractor and staff member/s
    d) No, we do not have a paid fundraiser
    e) Don't know

29. Please answer the following questions

	Yes	No	Not applicable
a) Does your organisation have a donor charter?	○	○	○
b) Do your emails allow people to unsubscribe from your mailing list?	○	○	○
c) Does your website allow people to unsubscribe from your mailing list?	○	○	○
d) Does your organisation swap or share your donor list/database with other charities or nonprofit organisations?	○	○	○
e) Does your organisation have a fundraising complaints procedure on your website?	○	○	○

Go to Q32

30. If your organisation did not undertake any fundraising activities in your most recent full financial year, was this because? (select all that apply)

    a) There was no need to raise extra revenue (go to Q32)
    b) We did not see fundraising as an effective way to generate income (go to Q32)
    c) We did not have the financial resources to undertake fundraising (go to Q31)
    d) We did not have the staff/volunteer resources to undertake fundraising (go to Q31)
    e) We did not have a designated fundraising/development officer or team (go to Q31)
    f) Our Board did not support fundraising (go to Q31)
    g) We were not sure how to go about fundraising (go to Q31)
    h) Other (please specify) (go to Q31)

31. What do you think would most improve your organisation's capacity to fundraise in the future? (Select up to three)

a) More money to resource fundraising
b) Employing an internal fundraising staff member
c) Increasing the size of the fundraising team
d) Having more volunteers to fundraise
e) Using external fundraising consultants
f) A better understanding of fundraising best practice
g) Developing the skills of the current staff (e.g. attend more training courses and seminars on fundraising)
h) Improved understanding of online fundraising by staff
i) Greater understanding of fundraising by the CEO
j) Greater involvement in fundraising by the CEO
k) Greater understanding of fundraising by board members
l) Greater involvement in fundraising by board members
m) More physical space (e.g. for staff, volunteers or IT equipment)
n) Acquiring/developing IT hardware and software
o) Improving/developing fundraising database
p) Gaining Deductible Gift Recipient (DGR) status
q) Other (please specify)

Volunteering

The next section addresses questions regarding volunteering. Please answer for the level of the organisation where you work or volunteer.

32. Including people on your management committee/board (if unpaid), how many volunteers does your organisation have? *This information can be found by entering your organisation's name or* **ABN** *at this ACNC webpage and opening your Annual Information Statement (AIS) data*

_____

If number of volunteers = 0 go to Q41

If number of volunteers ≥ 1 go to Q33

33. On average, how many total volunteer hours are contributed per week?

   a) None
   b) 1-9 hours per week
   c) 10-19 hours per week
   d) 20-49 hours per week
   e) 50-99 hours per week
   f) 100-499 hours per week
   g) 500-999 hours per week
   h) 1000+ hours per week

34. Does your organisation employ a paid manager/coordinator of volunteers?

   a) Yes, full-time (go to Q36)
   b) Yes, part-time (go to Q36)
   c) Yes, as part of another role (go to Q36)
   d) No (go to Q35)

35. Does your organisation have an unpaid manager/coordinator of volunteers?

   a) Yes, full-time
   b) Yes, part-time
   c) No

36. Are people able to volunteer for your organisation without being physically present?

   a) Yes (go to Q37)
   b) No (go to Q38)
   c) Don't know (go to Q38)

37. What types of volunteering can people do for your organisation without being physically present? (select all that apply)

   a) Skilled online volunteering (e.g. providing professional services online such as accounting, translating, communications, legal or IT services)
   b) Other online volunteering (e.g. cataloguing, scanning, transcribing, editing a document, social media monitoring, etc.)
   c) Promoting a cause via social media (e.g. fundraising or advocacy)
   d) Via Skype (e.g. reading program, mentoring or coaching)
   e) Via a mobile phone (e.g. to contact a vulnerable person)
   f) Online chat room support for vulnerable people (e.g. mental health support via an instant messaging service)
   g) Other (please specify)

38. Does your organisation have? (select all that apply)

    a) Formal contracts for volunteers
    b) Written agreements with volunteers
    c) Position descriptions for volunteers
    d) Induction and exit interviews
    e) A formal training program for volunteers
    f) An informal training program for volunteers
    g) No volunteer program

39. How does your organisation recognise its volunteers? (select all that apply)

    a) Public acknowledgment of individual volunteers in newsletters, annual reports, website, social media etc.
    b) Certificate of appreciation/ thank you gift
    c) Giving of branded merchandise (e.g. t-shirt)
    d) Special gathering/celebration, such as end of year celebrations and National Volunteer Week
    e) Personal written thank you (e.g. email, letter, social media post, thank you card)
    f) References to assist with job seeking
    g) Opportunity to attend events for free/subsidised rate
    h) Preferential/specialised access to organisation's facilities/events
    i) Other (please specify)
    j) No recognition is provided to volunteers

40. On what basis are the Board/Management Committee members engaged for their time and services (select all that apply).

    a) Not remunerated – time and services provided on a voluntary basis
    b) Reimbursed for expenses incurred
    c) Honorarium
    d) Director's compensation
    e) Other (please specify)

Volunteer recruitment

41. Did your organisation **attempt** to recruit volunteers (regardless of whether or not you were successful) in your *most recent full financial year?*

    a) Yes (go to Q42)
    b) No (go to Q45)

42. Which of the following resources did you use in that recruitment process? (select all that apply)

a) Paid manager/coordinator of volunteers
b) Unpaid manager/ coordinator of volunteers
c) Other paid staff
d) Other volunteer staff
e) Contact person within a business organisation (e.g. for employee volunteering)
f) Information received from printed documents (e.g. Books/ manuals)
g) Volunteering resources/ information from the internet
h) Information received through course/seminar
i) Information received from a nonprofit support organisation or centre (e.g. Volunteering Australia)
j) Advice from another nonprofit organisation
k) Advice from the board and/or a board member
l) Services of an external consultant
m) Services of a government agency
n) Email

o) Newsletters
p) Newspaper promotion
q) Radio promotion
r) TV promotion
s) Your organisation's Website
t) Social media (e.g. Facebook, Linked In, Twitter etc.)
u) Volunteer matching site (e.g. volunteer match, GoVolunteer)
v) Online promotion, e.g. Pro Bono Australia, Seek, Listing on peak body's website
w) Incentives to either help recruit or to volunteer
x) Events
y) Community centre noticeboards e.g. library
z) Centrelink/ job service provider referral
aa) Word of mouth
bb) Other (please specify)

43. How useful were the following resources in that recruitment process? (NOTE: ONLY OPTIONS SELECTED IN Q42 WILL APPEAR ONSCREEN)

		No use at all	Not much use	Somewhat useful	Quite useful	Extremely useful
a)	Paid manager/coordinator of volunteers	O	O	O	O	O
b)	Unpaid manager/ coordinator of volunteers	O	O	O	O	O
c)	Other paid staff	O	O	O	O	O
d)	Other volunteer staff	O	O	O	O	O
e)	Contact person within a business organisation (e.g. for employee volunteering)	O	O	O	O	O
f)	Information received from printed documents (e.g. Books/ manuals)	O	O	O	O	O
g)	Volunteering resources/ information from the internet	O	O	O	O	O
h)	Information received through course/seminar	O	O	O	O	O
i)	Information received from a nonprofit support organisation or centre (e.g. Volunteering Australia)	O	O	O	O	O
j)	Advice from another nonprofit organisation	O	O	O	O	O
k)	Advice from the board and/or a board member	O	O	O	O	O
l)	Services of an external consultant	O	O	O	O	O
m)	Services of a government agency	O	O	O	O	O
n)	Email	O	O	O	O	O
o)	Newsletters	O	O	O	O	O
p)	Newspaper promotion	O	O	O	O	O
q)	Radio promotion	O	O	O	O	O
r)	TV promotion	O	O	O	O	O
s)	Your organisation's website	O	O	O	O	O
t)	Social media (e.g. Facebook, Linked In, Twitter etc.)	O	O	O	O	O
u)	Volunteer matching site (e.g. Volunteer match, GoVolunteer)	O	O	O	O	O
v)	Online promotion, e.g. Pro Bono Australia, Seek, Listing on peak body's website	O	O	O	O	O
w)	Incentives to either help recruit or to volunteer	O	O	O	O	O
x)	Events	O	O	O	O	O
y)	Community centre noticeboards e.g. library	O	O	O	O	O
z)	Centrelink/ job service provider referral	O	O	O	O	O
aa)	Word of mouth	O	O	O	O	O
bb)	Other (please specify)	O	O	O	O	O

44. Overall, how successful do you think your organisation was in your volunteer recruitment for your most recent full financial year?

Not successful at all	Not very successful	Somewhat successful	Quite successful	Extremely successful
○	○	○	○	○

Go to Q49

45. If your organisation did not engage in any volunteer recruitment in your most recent full financial year, was this because? (select all that apply)

   a) We had no need for extra volunteers (go to Q47)
   b) We do not have the financial resources to undertake recruitment
   c) We do not have the staff/volunteer resources to undertake recruitment
   d) We do not have the capacity to train or supervise volunteers
   e) Our Board did not support recruiting volunteers
   f) Insurance and liability issues
   g) We were not sure how to go about recruiting volunteers
   h) The location of the organisation does not enable volunteers
   i) The charity's cause makes it difficult to recruit volunteers
   j) We do not have the technology to manage volunteers
   k) We do not have the physical space for volunteers
   l) Cost/effort of police checks, blue cards and other checks/ cards
   m) Other (please specify)

46. What do you think would most improve your organisation's capacity to recruit volunteers in the future (select up to three)

   a) More money for us to devote to volunteer recruitment and training
   b) Employing an internal paid manager of volunteers
   c) Engaging an internal unpaid manager of volunteers
   d) Using external consultants
   e) Better understanding of the issues involved in volunteer recruitment
   f) Attending more training courses and seminars on volunteering
   g) Better regulatory framework for volunteering
   h) Engaging in a partnership with a business organisation
   i) Obtaining volunteer insurance/ protection from external liabilities
   j) Other (please specify)

Corporate/employee volunteering

The following questions ask about your organisation's experiences with corporate or employee volunteering. By this, we mean any unpaid work, facilitated, encouraged or supported by a business for a nonprofit organisation. Please answer the following questions for the level of the organisation where you work or volunteer.

47. Has your organisation had experience with corporate/employee volunteering in your most recent full financial year?

   a)   Yes (go to Q48)
   b)   No (go to Q51)
   c)   Don't know (go to Q51)

48. How was corporate/employee volunteering initiated?

   a)   We were approached by a business organisation
   b)   We approached a business organisation
   c)   Don't know

49. How was corporate/employee volunteering established? (select all that apply)

   a)   It was part of one or more of our partnerships with business
   b)   Through an external consultant
   c)   Through a personal connection
   d)   Through corporate networks
   e)   Through another nonprofit organisation acting as a broker (e.g. Volunteering Australia, Volunteering Resource Centre)
   f)   Event-based
   g)   Other (please specify)

50. Did your organisation need to make any changes in order to support the *corporate/employee volunteering* project/s?

   a)   Yes (go to Q51)
   b)   No (go to Q53)
   c)   Don't know (go to Q53)

51. Do you think your organisation has the capacity to use *corporate/employee volunteering*?

   a)   Yes (go to Q53)
   b)   No (go to Q52)

52. Why do you think your organisation does not have the capacity for corporate/employee volunteering? (select all that apply)

a) Lack of appropriate staff to manage and/or support employee volunteers
b) Lack of appropriate and sufficient infrastructure and technology
c) The financial cost involved
d) The amount of time employee volunteers can offer doesn't suit our organisation
e) The unpredictable nature of the time employee volunteers offer
f) We cannot accommodate the number of employee volunteers that organisations require
g) Our cause is not suited to employee volunteering
h) It is too time-consuming to recruit and manage employee volunteers
i) Paper work, insurance and liability issues
j) Other (please specify)

New Technologies

The following questions are about new technologies. Please answer for the level of the organisation where you work or volunteer.

Web or internet presence

53. Does your organisation currently have a website or web page? (please exclude social media e.g. Facebook).

a) Yes (go to Q54)
b) No (go to Q57)
c) Don't know (go to Q57)

54. Is your website/web page optimised for mobile technology?

a) Yes
b) No
c) Don't know

55. What is your organisation's website/web page used for? (select all that apply)

   a) Provide information
   b) Promotion/brand recognition
   c) Sharing of news
   d) Manage volunteers (both in person and virtual volunteers)
   e) Recruit volunteers
   f) Receive donations
   g) Sell goods/services online
   h) Promote physical events
   i) Ask for/manage donations of goods
   j) Provide member only information
   k) Provision of suggested wording for a bequest
   l) Other (please specify)

If Q55f is selected, ask

56. How is the website donation transaction completed? (select all that apply)

   a) Debit/credit card
   b) PayPal
   c) Electronic Funds Transfer (EFT)
   d) Bitcoin or other digital wallets
   e) Don't know
   f) Other (please specify)

Social media

57. Is your organisation using any form/s of social media?

   a) Yes (go to Q58)
   b) No (go to Q61)
   c) Don't know (go to Q61)

58. Which specific social media platforms are you using? (select all that apply)

a) Facebook
b) Twitter
c) LinkedIn
d) YouTube
e) Google Plus
f) Instagram
g) Pinterest
h) Snapchat
i) Blog
j) Other (please specify)

59. How often does someone in your organisation post on your organisation's social media site(s)?

a) Several times a day
b) Once a day
c) Several times a week
d) Once a week
e) Several times a month
f) Once a month
g) Never
h) Don't know
i) Other (please specify)

60. What does your organisation use social media for? (select all that apply)

a) Provide information
b) Communicate with members/supporters
c) Recruit volunteers
d) Ask for donations
e) Receive donations
f) Promote events
g) Other (please specify)

Third party technologies

61. Is your organisation currently using any third party fundraising platforms (e.g. Everyday Hero, myCause, GiveEasy, Donate Planet etc.?)

a) Yes (go to Q62)
b) No (go to Q63)
c) Don't know (go to Q63)

62. Which platform/s is/are your organisation using? (select all that apply)

a) Everyday Hero
b) My Cause
c) GiveEasy
d) Give Matcher
e) Shout for good
f) Give Now
g) Donate Planet
h) Other (please specify)

Crowdfunding

63. Has your organisation ever run a crowdfunding campaign?

a) Yes (go to Q64)
b) No (go to Q68)
c) Don't know (go to Q68)

64. Which platform did you use for this campaign? (select all that apply)

a) Pozible
b) Chuffed
c) Kickstarter
d) Start some good
e) CrowdRise
f) Indiegogo
g) Causes
h) RocketHub
i) Razoo
j) CauseVox
k) Other (please specify)

65. How successful was your crowdfunding campaign?

a) We raised more than our target
b) We raised our target
c) We raised slightly under our target
d) We raised significantly under our target

66. Would you run a crowdfunding campaign again?

a) Yes (go to Q68)
b) No (go to Q67)

67. Why would you not run a crowdfunding campaign again? (select all that apply)

   a) It is too time-consuming
   b) It did not raise enough money to make another one worthwhile
   c) Our organisation is not active enough on social media in order to connect with supporters outside the crowdfunding platform
   d) We do not have the human resources within the organisation to maintain the campaign
   e) We do not have the financial resources to set up or manage the campaign
   f) Other (please specify)

68. How important do you see technology for the future of giving and volunteering?

Not at all important	Slightly important	Somewhat important	Quite important	Extremely important
○	○	○	○	○

69. How well do you think your organisation is currently using technology for giving and volunteering?

Not well at all	Slightly well	Somewhat well	Quite well	Extremely well
○	○	○	○	○

70. What are the key barriers to your organisation improving its use of technology for giving and volunteering? (select all that apply)

   a) We do not have the financial resources to improve our technological infrastructure
   b) We do not have the financial resources to hire staff with specific knowledge about technology for giving and volunteering
   c) We do not have the human resources to improve our use of technology
   d) We do not have the time to train staff to use technology
   e) We do not have the technological infrastructure
   f) Our software is outdated
   g) We do not have the ability to accept secure credit card payments over the internet
   h) Our board does not support investing in technology
   i) Our organisation's mission takes priority over improving our infrastructure and knowledge about technology
   j) No barriers
   k) Other (please specify)

71. Is your organisation currently involved with any of the following? (select all that apply)

   a) Social enterprise
   b) Sponsorship
   c) Community projects/partnerships
   d) We are not involved in any of the above

If Q71a is not select, skip to Q74

Social Enterprise

The next set of questions asks about social enterprises. By social enterprise we mean organisations that are:

- led by an economic, social, cultural, or environmental mission consistent with a public or community benefit
- trade to fulfil their mission
- derive a substantial portion of their income from trade, and
- reinvest the majority of their profit/surplus in the fulfilment of their mission.

72. Is your social enterprise in a physical location or online?

   a) Physical location
   b) Online
   c) Both in a physical location and online

73. What activities does your social enterprise undertake?

   _____
   _____
   _____

Go to Q76

74. If your organisation does not operate a social enterprise is this because? (select all that apply)

   a) We have no need for a social enterprise (go to Q76)
   b) It is not appropriate for our organisation (go to Q76)
   c) We have tried to operate a social enterprise but were unsuccessful (go to Q75)
   d) We do not have the financial or human resources to operate a social enterprise (go to Q75)
   e) Our Board did not support operating a social enterprise (go to Q75)
   f) We would like to operate a social enterprise but are not sure how to go about it (go to Q75)
   g) Our location makes it difficult to operate a social enterprise (go to Q75)
   h) Other (please specify) (go to Q75)

75. What do you think would most improve your organisation's capacity to operate a social enterprise? (select up to three)

   a) Ability to employ specialist staff
   b) Having a mentor/coach from business
   c) The ability to use external consultants/business advisers
   d) More financial and staffing resources
   e) Scaling up our organisation
   f) Geographically expanding our operations and services (e.g. Statewide or national)
   g) Having a better understanding of how to run a social enterprise
   h) Concessions from government to form and sustain a social enterprise
   i) Free or subsidised training from business to form and sustain an enterprise
   j) Physical space for a shop, café, warehouse etc.
   k) Other (please specify)

If Q71b is NOT selected, skip to Q78

Sponsorship

We would now like to ask you some questions about business sponsorship. By sponsorship, we mean a marketing activity involving the transfer of money, goods or services to a non-related community organisation or institution in exchange for advertising or promotional benefits.

Please exclude any sponsorship arrangements that are part of *community projects/partnerships* as we will ask about that in the next segment.

Please answer for the level of the organisation where you work or volunteer.

76. How many businesses are you currently sponsored by?
   _____

77. What activities does this sponsorship include? (select all that apply)

   a) Money
   b) Company products
   c) Promotional merchandise
   d) Uniforms/equipment
   e) Office space
   f) Land
   g) Motor vehicles
   h) Media/advertising space/time
   i) Travel
   j) Accommodation
   k) Other goods (please list)
   l) Services (please list)

If Q71c is NOT selected, skip to Q81

Community Business Partnerships

We are now going to ask a few questions about business and community partnerships. A business and community partnership is a cooperative arrangement between a business and community organisation or institution (unrelated to that business). Such an arrangement involves the voluntary transfer of money, goods or services to the nonprofit in exchange for strategic business benefits.

Please answer for the level of the organisation where you work or volunteer.

78. Please indicate the number of community business partnerships you currently have.

    _____

79. Thinking about the partnership you consider to be the most significant, what are its benefits to your organisation? (select all that apply)

    a)   Money
    b)   Goods
    c)   Service contributions
    d)   Business employee volunteering
    e)   Business employee secondments
    f)   Promoting your nonprofit and its cause/work
    g)   Someone from the business joining your board
    h)   Mentoring
    i)   Other (please specify)

80. What is the term of your most significant partnership?

    _____ years

81. If your organisation does not currently have a partnership with business, is this because? (select all that apply)

    a)   We have no need for a partnership with business (go to Q83)
    b)   We are opposed to the concept of partnering with business (go to Q83)
    c)   The partnership did not align with the organisation's mission (go to Q83)
    d)   We have tried to form a partnership with business but were unable to do so (go to Q82)
    e)   We had a partnership with business but it was unsuccessful (go to Q82)
    f)   We would like to engage in a partnership but are not sure how to go about it (go to Q82)
    g)   We do not have the financial or human resources to engage in partnerships (go to Q82)
    h)   Our Board does not support partnering with business (go to Q82)
    i)   Our cause is not suited to business partnerships (go to Q82)
    j)   The scale of our operation means we can't offer the partnership a business is looking for (go to Q82)
    k)   The location of our organisation means that there are limited opportunities for partnerships with business (go to Q82)
    l)   Other (please specify) (go to Q82)

82. What do you think would most improve your organisation's capacity to enter into a partnership with a business organisation? (Select up to three)

a) Being able to offer volunteering opportunities to a business partner's employees
b) Building internal expertise about partnership management through training
c) Employing specialist internal staff
d) Having a better understanding of how community business partnerships work
e) Greater financial and staffing resources across the organisation
f) Greater awareness of our organisation among the business community
g) Scaling up our organisation
h) Geographically expanding our operations and services (e.g. Statewide or national)
i) The ability to use external consultants
j) Other (please specify)

Final comments

83. What do you see as the three most important issues for the charity sector in the future?

_____
_____
_____

84. Please provide any comments:

- On any of the information you have supplied in this questionnaire
- On any questions which caused problems (difficult to answer, not relevant etc.)
- If you would like to suggest improvements to this questionnaire.

_____
_____
_____

10.3 Appendix 3 About the authors

10.3.1 The Australian Centre for Philanthropy and Nonprofit Studies, Queensland University of Technology

The Australian Centre for Philanthropy and Nonprofit Studies is a specialist research and teaching unit within the Queensland University of Technology (QUT) Business School in Brisbane, Australia.

It seeks to promote the understanding of philanthropy and nonprofit issues by drawing upon academics from many disciplines and working closely with nonprofit practitioners, intermediaries and government departments. The mission of the Centre is 'to bring to the community the benefits of teaching, research, technology and service relevant to the philanthropic and nonprofit communities', with a theme of 'for the common good'.

A list of the Centre's publications is available from https://www.qut.edu.au/business/about/research-centres/australian-centre-for-philanthropy-and-nonprofit-studies and free digital downloads are available via QUT ePrints at http://eprints.qut.edu.au/.

10.3.2 The Centre for Social Impact (CSI) Swinburne University of Technology

CSI Swinburne, as part of the CSI network, works towards a stronger society for all, through engaged research and scholarship. CSI Swinburne's areas of research focus are social investment and philanthropy, social enterprise, social innovation and measuring and communicating social impacts. Our multidisciplinary team includes experts in public policy, sociology, history, organisational studies, management, public health, evaluation and impact measurement and information systems. Our researchers have particular expertise in social enterprise, foundations and bequests, social investment, diversity issues pertaining to philanthropy and giving, and volunteering.

Established in April, CSI Swinburne builds on the foundations of the Asia-Pacific Centre for Social Investment and Philanthropy, with extensive networks with philanthropy and nonprofit organisations (NPOs), both locally and internationally. CSI Swinburne is part of the CSI national network, which is a collaboration of three universities: the University of New South Wales, Swinburne University of Technology and The University of Western Australia.

10.3.3   The Centre for Corporate Public Affairs

Public affairs is the management function responsible for interpreting the future political, social and regulatory environment of an organisation, continuously integrating these assessments into the strategic planning process, and undertaking and supporting consequent organisational action.

The Centre for Corporate Public Affairs was established in 1990 in response to demand from corporate and public affairs professionals for a support organisation for their activities.

The Centre now has more than 100 members from the ranks of corporate Australia, industry associations and government business enterprises. The Centre aims to provide mutual exchange within the profession's leadership, excellent professional development programs and information resources that allow senior public affairs practitioners, senior executives and line managers to:

▪ better interpret their social, political and economic environment
▪ contribute significantly to the way their organisation relates to its internal/external stakeholders, and
▪ strengthen the role of corporate affairs staff as key advisers to management.

These aims are achieved by providing:

▪ professional development and training
▪ research and information resources
▪ international affiliations, and
▪ peer group dialogue and mutual learning.

For further information about the Centre please visit http://www.accpa.com.au

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