



Accountability and Transparency in Fundraising Code of Fundraising Practice

Check-list: key questions to ask

- Are communications honest, truthful and unlikely to mislead supporters? (3.0, 7.1)
- Does the activity comply with the law? (3.0, 5.0)
- Are the reasonable requests of donors respected? (3.0)
- Do operations give donors, beneficiaries and other stakeholders a better understanding of how the organisation and its fundraising work? (3.0, 4.0, 6.0)
- Does everyone in the organisation understand what the organisation does and how it operates? (4.0)
- Can donors be supplied with information about key operations areas? (4.0)
- Are achievements demonstrated effectively? (4.0)
- Is it clear that fundraising costs are an investment? (6.0)
- Are fundraising costs clear? (7.1)
- Can any claims be upheld? (7.1)
- Has the potential impact on beneficiaries and stakeholders of any graphics, images or text been considered? (7.1)
- If funds are split with other organisations, is this made clear? (7.1)
- If promoting beneficiary gifts, is it prominently stated how funds will be used? (7.2)
- Are restricted gifts treated as such? (7.3)
- Are steps taken to ensure that restrictions can be met? (7.3)
- Where money may not be used as restrictions imply, is this made clear? (7.3)
- Where donors' money cannot be used as intended, are the necessary steps taken to enable the money to be used for another purpose? (7.3)
- Have donors been consulted about how they would like to be communicated with? (7.4)
- Does the activity comply with data protection regulations? (7.4)
- Is a complaints procedure in place? (7.5)
- Is the registered charity/company number included on all relevant materials, if applicable? (5.1)
- Do any professional fundraisers or commercial participators abide by relevant regulations? (5.2, 5.3)
- Are annual accounts prepared and submitted to the relevant regulator, where required? (5.5)

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The Institute of Fundraising is a charity registered in England and Wales (No 1079573) and Scotland (No SC038971), and a company limited by guarantee (No 3870883). VAT registration number 547 8930 96.

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1.0 The Codes of Fundraising Practice Explained

The Institute of Fundraising's **Codes of Fundraising Practice** are structured in order to highlight what is mandatory at law, what the Institute regards as a mandatory requirement for its members and what constitutes advice on best practice.

In this Code a phrase where the word:

MUST in bold indicates a requirement that is mandatory at law.

OUGHT in bold indicates a requirement that is mandatory for members and affiliated organisations of the Institute.

SHOULD in bold indicates a course of action that is recommended as best practice.

Organisations engaged in fundraising **SHOULD** join the Fundraising Standards Board and **SHOULD** follow their complaints procedure.

This **Code of Fundraising Practice** is intended to address fundraising

activity throughout the UK. Legal requirements can vary between different jurisdictions (England & Wales; Northern Ireland; Scotland).

In this Code, **MUST*** in bold indicates a legal requirement within one jurisdiction but not in others.

The Institute recommends that organisations adhere to the most rigorous interpretation of the law applicable to an activity.

Users should be aware that this Code addresses the law as it stands at the date of publication throughout the UK.

Reviews of the law relating to fundraising and fundraising activities, governance and charitable status are ongoing in Scotland, England and Wales.

This **Code** will be revised to take into account any developments or changes in the law that may result from these initiatives.

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2.0 Principles of Transparency and Accountability

Fundraisers have an important part to play in the overall accountability and transparency of fundraising organisations. They are often the main contact between charities and the public, and key to their work is communicating about causes, donations and outcomes, and how the three interrelate.

This Code aims to provide guidance for charities on what being accountable and transparent means, how to communicate with donors and potential donors, and to provide principles and best practice on how to fundraise in a transparent and accountable manner. The requirements of this Code are not intended to be onerous but to give practical guidance on how to implement the principles of transparency and accountability. The Code sets standards for charities to aspire to uphold, whilst recognising that fundraising organisations come in a range of sizes.

However, the principles of accountability and transparency go beyond the remit of fundraisers alone, to the heart of what a fundraising organisation does and how it is run.

- This Code **SHOULD** therefore be viewed by chief executives, senior staff and trustees as a useful, robust Code when looking at principles of charity accountability and transparency, the role of fundraising, and the need for charities to protect their assets including the charity's brand and name.

This Code sets out best practice standards for conducting fundraising in an accountable and transparent manner. It complements other tools and reporting requirements such as the Governance Code, reporting requirements of Companies House, the Charity Commission for England and Wales and the Office of the Scottish Charity Regulator (OSCR) and the self-regulatory scheme for fundraising run by the Fundraising Standards Board.

Fundraising is inseparable from the rest of the work of a charity. Accountability and transparency in fundraising activities is essential to maintain the public's trust in the voluntary sector.

For the purposes of this Code the following definitions will apply:

Accountability is about being responsible to someone for actions taken; about being able to explain, clarify and justify actions. It implies that someone has a right to know and hold an organisation to account; and that the organisation has a duty to explain and account for its actions. Charities have this duty as they have a privileged status because their purposes must be for the benefit of the public.

Transparency is about being easy to understand, and being open, frank and honest in all communications, transactions and operations.

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It is possible to be accountable by providing a lengthy and technical explanation of every detail, but if this information is not easily understood by the audience, and if key facts are hidden by the sheer volume of information then the information is not presented in a transparent form. Accountability and transparency go hand-in-hand, and involve being aware of who charities are accountable to, what the important pieces of information are, and how they can be communicated most effectively.

3.0 Key Principles

There are some key principles of transparency and accountability that apply to all charities and all fundraising activities:

- Charities **MUST**:
 - be honest and truthful; and
 - comply with the law (See Section 5.0 Key Legal Points).
- Charities **OUGHT** to:
 - respect the reasonable requests of donors and other stakeholders (see Section 6.0); and
 - operate in order to give donors, beneficiaries and other stakeholders a better understanding of how the charity works, its clients, and its fundraising.

4.0 Towards a Better Understanding of How Charities Work

It is important that charities are able to explain to any interested party how their organisation and the voluntary sector operate.

- Charities **SHOULD** operate both *proactively* and *reactively* to achieve this.

Operating *proactively* requires charities to provide donors and potential donors with information on certain issues as a matter of course; operating *reactively* means that there may be occasions where charities need to react to internal or external events and produce information or communicate with donors about such events.

- Charities **OUGHT** to operate proactively in order to give donors, beneficiaries and other stakeholders a better understanding of how the charity works, its clients and its fundraising.
- Charities **SHOULD** ensure that everybody in the organisation understands what it means to be a charity and is able to answer some of the common questions that may be asked by donors, beneficiaries, the public and the media.

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This is particularly important for staff whose roles are outward or public facing.

- Examples of areas where a charity **SHOULD** be able to provide a clear answer and communicate proactively where possible are:
 - the outcomes or benefits of a charity's activities:
 - what a charity does;
 - who or what it helps;
 - plans and objectives; and
 - achievements and setbacks.
- Charities **SHOULD** use marketing materials, websites, publications, and broadcasts to explain how the organisation operates.
- A charity **SHOULD** consider producing information, based on the aforementioned subjects, for all staff, trustees and volunteers.

A template information pack, including model questions and answers, produced by the ImpACT coalition can be downloaded from www.impactcoalition.org.uk. The site www.charityfacts.org also provides useful information.

- Charities **SHOULD** prepare questions and answers on the following subjects, for use reactively in reaction to internal or external events:
 - governance;
 - fundraising methods;
 - cost of fundraising and payments to fundraisers;
 - independence;
 - campaigning;
 - data protection;
 - trading; and
 - investment policies.

Further information and model questions and answers, developed by ImpACT, can be found at www.acevo.org.uk.

Neither of the preceding lists is exhaustive.

- Charities **SHOULD** respond to any communication from donors, beneficiaries or other parties transparently, embedding the principles of accountability and transparency outlined in Section 3.0 above.
- Charities **SHOULD** evaluate complaint systems and **SHOULD** ensure that the outcomes of any complaints are acted upon.

4.1 Communicating Achievements

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Communicating about achievements goes beyond quantitative or qualitative descriptions of what a charity has done or produced. Technical terms such as 'outputs', 'outcomes' and 'impact', though conceptually distinct and useful, mean different things to different people and can be confusing for staff, trustees and the public. The simplest way to get to the heart of the issue is to ask straightforward (but challenging) questions such as:

- what did we do?
- was there anything else we should have done?
- what difference did we really make for our beneficiaries?

The last of these is clearly the most important; it can also be the hardest to answer.

Clarity about the achievements of a charity allows it to:

- determine the extent to which its mission and objectives are being fulfilled;
 - improve accountability to those with whom the charity works;
 - differentiate itself from other organisations working in the same field;
 - motivate and inspire staff and trustees, as well as new and existing supporters;
 - channel learning from the work of the charity into the strategic policy and planning process of the organisation in order to enhance the quality and impact of its work in the future; and
 - share learning with others in the sector who might use it to inform their own work.
- Charities **SHOULD** be able to demonstrate their achievements to donors, beneficiaries and other interested parties.
 - Charities **SHOULD** take advantage of appropriate initiatives to communicate the impact of their organisation.
 - Charities **SHOULD** think about how to communicate impact in annual reviews and impact reports and other materials.
 - Charities **SHOULD** be able to show how donations have enabled and supported pursuit of the charity's mission and objectives.

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5.0 Key Legal Requirements

5.1 Information to be included on fundraising materials

England and Wales

- All notices, advertisements and documents issued by or on behalf of any registered charity with an income over £10,000 that contain a request for money or other property for the benefit of the charity **MUST*** include a statement that the organisation is a registered charity. It is best practice to include the organisation's registered charity number on such documents.
- If the charity is a registered company, then its company number, place of registration (e.g. England and Wales) and the address of the registered office of the charity **MUST** also be included, only if the fundraising material takes the form of a business letter.
- If the name of the charity does not include the word 'Limited', a statement that the charity is a limited company **MUST** also be included.

Scotland

The only organisations that can call themselves "charities" in Scotland are those that are registered with OSCR (the Office of the Scottish Charity Regulator).

- Charities that are so registered **MUST*** comply with the Charities References in Documents (Scotland) Regulations 2007 and make certain statements about their status in their documents (see Section 9.0).

UK

5.2 Professional fundraisers

An increasing number of charities pay people or companies not directly connected to the charity to raise money for the charity from the public. It is important that such fundraising is carried out in a transparent manner to ensure that the public is not misled and the reputations of the charities involved are not damaged. There are specific requirements for professional fundraisers to make declarations about their remuneration when soliciting funds.

England and Wales

As defined in the Charities Act 1992 in England and Wales, a professional fundraiser is:

- any person (apart from the charitable institution or a company connected

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- with such an institution) who carries on a fundraising business for gain which is wholly or primarily engaged in soliciting or otherwise procuring money or other property for charitable, philanthropic or benevolent purposes; or
- any other person who solicits for reward money or other property apart from:
 - any charitable institution or connected company;
 - any officer, employee or trustee of a charity or connected company acting in his capacity as such. Note, however, that although excluded from the definition, these people are now required to make solicitation statements as if they were professional fundraisers (see Section 7.3);
 - any charity trustee;
 - any public charitable collector – other than promoters;
 - people who solicit funds on TV or radio; or
 - any commercial participator.

In addition, the definition of a professional fundraiser in England and Wales does not apply to a fundraiser who does not carry on a fundraising business if the fundraiser receives £1,000 or less by way of remuneration in connection with a particular venture or £10 per day or £1,000 or less per year.

Scotland

In Scotland, a professional fundraiser as defined by the Charities and Trustee Investment (Scotland) Act 2005 is any person (other than a benevolent body or a company connected with it) who carries on a fundraising business, or any other person who for reward solicits money or other property for the benefit of a benevolent body or for charitable, benevolent or philanthropic purposes other than in the course of a fundraising venture undertaken by a person who carries out a fundraising business. There is no lower earnings limit for the definition of professional fundraisers in Scotland.

UK

- When fundraising organisations are working with professional fundraisers or commercial participators, a signed written agreement **MUST** be in place containing certain mandatory provisions.

See the 'Best Practice for Fundraising Contracts' and 'Charities Working With Business' Codes of Fundraising Practice and the Institute of Fundraising's model contracts for further information (see Section 8.2).

5.3 Commercial participators

Organisations (other than professional fundraisers) that, in the course of their business, engage in a promotional venture in which it is represented that contributions will be made to charity are considered to be 'commercial participators'

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under the Charities Act 1992. For example, a manufacturer that advertises washing powder with the promise that a contribution will be made to charity for each packet sold would be a commercial participator.

- A statement that a commercial participator will make a contribution to charity **MUST** be accompanied by a statement setting out:
 - the name of the charity or charities that will benefit;
 - the proportions in which each charity will benefit in cases where the money is to be divided between more than one charity; and
 - what proportion of the price of the goods or services will be given to the charity or what sums will be donated by the commercial participator in connection with the sale or supply of the goods or services.

It is likely that the Charities Bill will amend these requirements to the extent that the statement will also have to include the actual or estimated amount to be paid to the charity or charities as a result of the sale. It is anticipated that similar requirements will be included in regulations passed following the Charities and Trustee Investment (Scotland) Act 2005. Contact the Institute of Fundraising for the latest information. For more information, see the Institute of Fundraising's 'Model Standard Agreements and accompanying Guidance'; and the Charity Commission's RS2 (Charities and Commercial Partners) [CC20 \(Charities and fund-raising\)](#) and [Fund-raising through partnerships with companies](#)

5.4 Solicitation Statements

- To aid transparency in fundraising, professional fundraisers and commercial participators in England, Wales and Scotland **MUST** make declarations to the public about their remuneration.

In England and Wales, guidance is available from the the Office of the Third Sector and in Scotland, information is available from the Office of the Scottish Charity Regulator (see Section 8.3).

- In Northern Ireland, the new Charity Act will introduce similar controls but in the meantime, professional fundraisers and commercial participators **OUGHT** to follow the existing requirements of England, Wales and Scotland.

Further information about solicitation statements is available in the Payment of Fundraisers Code of Fundraising Practice.

5.5 Reporting requirements

- Charities **MUST** prepare an annual report and accounts and **MUST** submit these to the Charity Commission and/or OSCR.

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Those with gross income or expenditure of less than £10,000 and registered with the Charity Commission only have to submit an annual report and accounts to the Charity Commission if requested to do so. For instance, OSCR requires all charities to complete an Annual Return and those with an income of over £25,000 to complete a Supplementary Annual Return. The amount of detail and the information to be included varies according to the size of the charity.

- In some cases, the information contained in the accounts **MUST** be independently audited.
- Charities **SHOULD** consult the guidance on preparing annual reports and accounts provided on the Charity Commission website and/or OSCR's website.

Information to be given in the report and accounts includes, for example:

- the charity's name and charity registration number;
- details of all who have served as trustees during the year;
- the trustees' consideration of major risks and the system and procedures used to manage them;
- details of the aims and objectives of the charity, and the strategies and activities undertaken to achieve them;
- an assessment of the challenges and achievements of the charity during the year;
- a review of the financial position of the charity including its policy on reserves;
- an outline of the charity's plans for the future;
- financial statements, which **MUST** comply with SORP 2005.
- Charities **MUST*** also complete and submit the annual return form that they receive annually from the Charity Commission with details including:
 - the charity's name and charity registration number;
 - a statement of the charity's annual income and expenditure and the date of the financial year end;
 - any changes to trustees' details.
- Any charity with an annual income over £1m **MUST*** also complete a Summary Information Return (SIR), which forms part C of the annual return. This outlines the aims, strategy and financial position of the charity.

Further guidelines and examples of charities' SIRs that have been submitted to date may be found on the Charity Commission website.

The information contained in the annual report and SIR will help fundraisers and other charity employees and volunteers who have contact with the public to answer questions such as:

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- How much money do you raise in a year?
 - What sources does your income come from?
 - How much of your income do you spend on fundraising/ administration?
 - How much of your income do you spend on CEO/directors' salaries?
 - How many paid staff do you have?
 - Why do you pay staff when people are willing to volunteer for you?
 - Why do you have (such large) reserves?
 - What is the appropriate level of reserves for the charity?
 - How is your charity governed?
- Charities that are companies **MUST** also comply with company law reporting requirements, details of which may be found on the Companies House website.

These include filing an annual return and accounts and informing Companies House of changes to certain governance aspects of the charity, such as directors (or whatever they are called in the charity's governing document), company secretaries, registered office address, name or governing documents.

6.0 Fundraising Costs

Charities vary in size, cause, supporter base, history, geographical area and beneficiaries. Calculations relating to fundraising costs or cost ratios are not a measure of the effectiveness of a charity. It is unfair to compare the costs or cost ratios of one organisation with another because of differences in activities and therefore, the way organisations account for costs.

- All charities **SHOULD** take opportunities to explain that fundraising is an investment - not a cost - which requires resources up front.
- Charities **SHOULD** be prepared to inform donors of fundraising costs if requested but **SHOULD** consider ways of showing impact or demonstrating outcomes.

Possibilities include evaluating the products, services and impact of a charity and communicating this to donors, beneficiaries and other stakeholders. This can include measuring and reporting outcomes, the findings of surveys (of beneficiaries), evaluations, social research and charity awards. (See Section 3.0 above.)

- If charities state their fundraising costs on information, then charities **SHOULD** state how fundraising costs are calculated or indicate where further detail on calculations can be obtained.

Reference to where to find the calculation (for instance, on a website or within an annual review) is acceptable.

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- Charities **OUGHT** not to make statements such as 'All of your £1 goes direct to the cause' or 'Our fundraising does not cost us anything' or imply that fundraising does not cost anything,

7.0 Fundraising and Marketing Materials and Maintaining Relationships with Donors

7.1 Marketing materials

- Charities **SHOULD** think carefully about fundraising requests, statements and examples that are used on marketing materials and **OUGHT** not to mislead.
- Charities **SHOULD** be able to evidence claims such as '£2 can buy a watering can'.
- Charities **SHOULD** consider explaining how costs are arrived at and **SHOULD** communicate to donors what is included in such costs. In the above example, £2 may cover the cost of the product only but could also cover delivery and other associated costs.
- Charities **SHOULD NOT** make claims that cannot be upheld and **SHOULD** ensure that language is used consistently within individual fundraising materials.
- Charities **SHOULD** bear in mind the impression given to donors by marketing materials and when seeking donations. For example, '£2 buys a watering can' is a much stronger statement than '£2 could buy a watering can' and charities **SHOULD** consider whether such statements can be delivered upon. The former statement states that a donation of £2 will buy a watering can whereas the latter suggests a watering can as an example of what £2 could buy.
- Charities **SHOULD** consider carefully the presentation of lists of possible donations, possible gifts and the language and design that is used and **SHOULD** ensure fundraising and marketing materials do not give a misleading impression. Charities **SHOULD** consider whether the language used implies or suggests that a donation will be treated as a restricted fund. (See Section 7.3 for more on restricted funds.)
- Charities **SHOULD** ensure appropriate sensitivity towards beneficiaries when using graphics, images or text and **SHOULD** consider the potential impact on beneficiary groups and stakeholders.

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- Charities **SHOULD** be able to explain why a particular stance has been taken for a marketing or campaigning appeal.
- Charities and fundraisers **SHOULD NOT** subject donors or potential donors to unjustifiable pressure to donate.
- If charities are fundraising in partnership with one or more organisations, charities **MUST** state how monies will be split between the organisations.

7.2 Beneficiary gifts

Beneficiary gifts involve donors 'buying' or purchasing a gift for a recipient but instead of the recipient receiving the gift, the donor's money is spent on a charitable activity or product. This form of giving allows a donor to target specifically a particular project or aim. Usually gifts are given a set 'price' and are often presented in catalogues or on websites. The recipient is usually sent a card informing them that a gift has been bought for them. It is therefore different to other methods of fundraising, and depending how it is promoted, can represent a form of restricted fundraising.

- Charities **SHOULD** be clear internally about how the price for beneficiary gifts is arrived at.

As there is a greater link implied between the donation and its impact, it is reasonable that a donor would expect their donation to be used for that purpose.

- Charities **OUGHT** to state clearly and prominently how funds will be used on marketing and recipient materials, especially at the point of purchase. If a charity is using the beneficiary gift mechanism but intends to use the funds for:
 - costs to support and sustain the gift – e.g.: feed for the livestock (and not just the livestock), OR
 - for general purposes (e.g.: supporting the agricultural work of the charity),

then this is an illustrative method of fundraising and the *actual* use of the funds **OUGHT** to be clearly stated.

Section 7.3 on restricted funds also applies to beneficiary gifts.

7.3 Restricted funds

- A legal principle underpinning fundraising is that all funds raised for a particular cause **MUST** be used for that particular cause.

Fundraising for specific gifts or funds is potentially complicated because of this principle. Examples of restricted fundraising include beneficiary gifts, emergency

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appeals where money will be raised for a specific purpose, legacies donated for a specific purpose, or a grant given for a particular project. Transparency applies across all fundraising activities but charities may wish to consider that fundraising statements or requests that imply or state that a donation will make a specific impact have a greater potential to mislead.

- Charities **SHOULD** be transparent about how donations will be used.
- Charities **SHOULD NOT** imply in their fundraising and marketing communications that a donation will be used for a specified purpose if it will be used for general funds.
- If restricted fundraising is taking place, or an impression is given that the gift will be restricted, then the intended use of the gift **OUGHT** to be stated clearly and prominently.
- Any conditions or alternative uses for a gift **SHOULD** also be explained clearly.
- Charities **SHOULD** monitor and manage restricted fundraising activities and **SHOULD** communicate clearly with donors so that donors understand how their money will be used.
- Charities **SHOULD** ensure proper stewardship of all contributions and **MUST** ensure that restricted donations are used to support the cause in accordance with the donor's intentions, and reasonable expectations.

For more information, see the Best Practice for Major Donor Fundraising Code of Fundraising Practice.

In certain instances, it may not be possible to use the monies raised for a particular gift for its intended purpose. This may be because of excess supply or because it is inappropriate to spend the funds on a particular activity because of the nature of the beneficiary programme or activity.

- In practice, if an appeal is being run for a particular project, fundraisers **OUGHT** to include a statement indicating that funds may be used for other activities of the charity if the funds raised are insufficient or exceed the target.
- If charities do not do this, where excess funds are raised, the charity **MUST** ask the Charity Commission to make a scheme to allow the charity to use the excess money for other purposes.

Where an appeal fails, for example because insufficient funds are raised, a charity is considered to hold the donations on trust for the donors.

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- Where donors can be identified, the money **MUST** be returned unless they have indicated that they are willing for their donation to be put to another use.
- Where donors to a failed appeal cannot be identified, a charity **MUST** apply to the Charity Commission for a scheme allowing them to spend the money on other charitable activities.

See Institute of Fundraising Code of Practice 'Events Fundraising' re sponsorship if funds cannot be returned.

- Charities **SHOULD** explain to donors how donations will be spent if the funds raised exceed the cost of the project or if the project does not go ahead because insufficient funds are raised.
- Statements **SHOULD** be clearly and prominently indicated on marketing materials, thank you letters, cards and other materials.
- Charities **SHOULD** consider how they will deal with surplus funds and **SHOULD** consider whether such funds might be applied to a similarly themed fund, provided the donors' or the Charity Commission's permission has been granted.

Charities may also face a situation where a donation may have to be refused if the donor's terms are deemed by the charity to be too restrictive. For guidance on this issue, see the Acceptance and Refusal of Donations Code of Fundraising Practice.

7.4 Communicating with donors

- Charities **SHOULD** ask donors how they would like to be communicated with where possible and **SHOULD** comply with donors' requests.
- Charities **SHOULD** consider whether opt-ins or opt-outs are most appropriate when collecting data on preferred methods of contact and **MUST** comply with data protection law.

Further information can be found in the Institute of Fundraising's Data Protection and Fundraising through Electronic Media Codes of Fundraising Practice.

- Charities **SHOULD** consider thanking every donor, unless requested otherwise, or unless this is impractical, given the route of the donation.
- Charities **SHOULD** explain how a gift is used.
- Charities **SHOULD** ensure donors have actively consented to making a donation or upgrading a donation.

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- When using donor information in a case study, charities **MUST** respect donor wishes for confidentiality and obtain permission before publishing a case study that includes information that could identify a donor.

7.5 Complaints and refund request handling

- Charities **SHOULD** have a complaints procedure in place.
- Charities **SHOULD** ensure that complaints are evaluated and action taken where appropriate.
- Charities **SHOULD** have clear internal guidelines on handling the return of donations if requested by donors. For further information see ‘Key Legal Points’, Section 5.0 and The Acceptance and Refusal of Donations Code of Fundraising Practice,.

8.0 Appendices

8.1 Useful Contacts

The following websites and resources have useful information;

- Association of Chief Executives of Voluntary Organisations (for the ImpACT Coalition)
www.acevo.org.uk
- Charity Commission
www.charitycommission.gov.uk
- Charity Finance Directors’ Group
www.cfdg.org.uk
- Charity Facts
www.charityfacts.org
- Fundraising Standards Board
www.frsb.org.uk
- Governance Hub
www.governancehub.org.uk
- Guidestar
www.guidestar.org.uk
- Institute of Fundraising
www.institute-of-fundraising.org.uk
- National Council for Voluntary Organisations
www.ncvo-vol.org.uk
- Office of the Scottish Charity Regulator
www.oscr.org.uk
- Philanthropy Capital
www.philanthropycapital.org
- Trustee Net

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8.3 Definitions

Inputs are the resources that contribute to a programme or activity, including income, staff, volunteers and equipment. Most of these are reflected in the accounts but certain inputs such as volunteer time are not. Most reporting from charities provides much information on inputs.

Activities are what an organisation does with its inputs in order to achieve its mission. In many cases, these can inform the expenditure headings in the accounts and in marketing and fundraising material - it is not used often enough to inform the reporting of outputs and outcomes.

Outputs are countable units, and are the direct products of programmes or organisations' activities. They could be children immunised, animals relocated, classes taught, training courses delivered or people attending workshops. In themselves they are not the objectives of the organisation but some reporting appears to be confusing these with objectives. The outputs are often quantifiable and lend themselves to tables and charts. Charities that are reporting under SORP 2005 - tend to have more of this information presented - some charities are using output measures in their marketing and fundraising materials.

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Outcomes are the benefits or changes for intended beneficiaries. They tend to be less tangible and therefore less countable than outputs. Outcomes are usually planned and are therefore set out in an organisation's objectives. Information for donors and funders should highlight outcomes. It is sometimes difficult to properly define outcomes and to be able to claim them as a result of a charity's activities. However, this should not prevent the reporting of outcomes.

Impact is all the changes resulting from an activity, project or organisation. It includes intended as well as unintended, negative as well as positive, and long-term as well as short-term effects. Impact reporting is difficult and many of the "impact reports" are in fact reporting on outcomes but most make commendable efforts in identifying, recording and reporting on what matters.

8.4 List of opportunities to promote operation of charities proactively

This list is not exhaustive.

- Annual Reports, Trustees Report and Accounts
- Annual Reviews, Impact Reports
- General promotional materials, Introductory 'What We Do' publications
- Fundraising materials: Direct mail, fundraising packs including imagery as well as messages and copy
- Personal contact through agencies: Face-to-Face, House-to-House, telemarketing campaigns, DRTV response handling. Include messages in agency briefings and Q&A's
- Corporate Partnerships – with employees and also cause-related marketing promotions
- Proposals to Trusts and Statutory Funders
- Support care teams in acknowledgement/donor care communications (eg "welcome" packs) but also reactive responses to complaints and queries over the phone and in writing
- Fundraising events – materials and messages being used at events
- Shops – interaction with staff and volunteers and materials available in shops
- Websites – own website copy, especially "about us" and FAQ sections, but also contributions to sector sites such as CharityFacts.org and Guidestar.org.uk
- Presentations/ speaker visits
- All volunteers and staff throughout the organisation – include messages in induction and training programmes
- Summary Information Return (SIRs).

8.5 Working Party

- Richard Barron, Strategic Relations Manager, Save the Children
- Nicky Bishop, Director of Supporter Relationship Management, WWF (Chair)
- Tania Cohen, Head of Fundraising Strategy, British Red Cross

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- Pesh Framjee, Partner, Deloitte & Touche LLP
- Alan Gosschalk, Fundraising Director, Shelter
- Jane Harris, Senior Policy Advisor, Charity Commission
- Tris Lumley, Senior Analyst, New Philanthropy Capital
- Megan Pacey, Director of Policy and Campaigns, Institute of Fundraising
- Chris Priestley, Partner, Withers LLP
- Laura Thomas, Policy and Standards Manager, Institute of Fundraising
- Ann Vautier, Policy and Information Officer, Institute of Fundraising
- Rachel Wellman, Assistant Solicitor Withers LLP
- Zoe Willems, Senior Policy Advisor, Charity Commission

Institute of Fundraising Code Working Parties provide advice and make recommendations to the Institute's Standards Committee in the process of Code development.