

Job Analysis of Fundraising Professionals: Survey Ratings of Fundraising Professionals in Italy



**Professional Examination Service
Department of Research and Development
475 Riverside Drive
New York, NY 10115**

February 23, 2010

On behalf of CFRE International, Professional Examination Service (PES) conducted a job analysis of fundraising professionals in 2009. As part of the study, a web survey was administered to fundraising professionals in several countries. This report contains the survey results for fundraising professionals in Italy.

Survey results for the 140 fundraising professionals in Italy who answered the survey are tabled alongside results for Certified Fundraising Executives (CFREs) and non-certified fundraising professionals in the United States, Canada, the United Kingdom, Australia, and New Zealand who answered the survey. These comparison data for CFREs and non-certified fundraising professionals are provided for benchmarking purposes.

A total of 824 survey invitations delivered to CFREs in the US, Canada, the UK, Australia, and New Zealand, and 356 surveys were completed, for a return rate of 43%. A total of 912 surveys were delivered to non-certified fundraising professionals in these five countries, and 175 were completed, for a return rate of 19%.

In the survey, participants rated domains of fundraising practice, specific tasks performed in each domain, and the knowledge bases required to perform the tasks. Participants also completed a demographic background questionnaire and answered an open-ended question regarding anticipated trends in fundraising practice in the coming years.

Respondent Demographics

The first section of this report summarizes respondents' answers to professional and demographic background questions.

How many years of experience do you have as a paid, full-time professional fundraiser?

Frequency of Response

Years	Italy		CFRE		Non-CFRE	
	N	%	N	%	N	%
0	27	19.3	0	.0	1	.6
1 – 4	45	32.1	0	.0	29	16.6
5 – 9	21	15.0	52	14.6	36	20.6
10 – 14	12	8.6	78	21.9	33	18.9
15 – 19	9	6.4	59	16.6	26	14.9
20 or More	1	.7	124	34.8	33	18.9
Missing	25	17.9	43	12.1	17	9.7
Total	140	100	356	100	175	100

Descriptive Statistics

	Italy	CFRE	Non-CFRE
Mean	4.7	17.3	11.9
Standard Deviation	5.2	7.6	8.1
Range	0 – 25	5 – 42	0 - 39
N	115	313	158

For what type of organisation do you work?

	Italy		CFRE		Non-CFRE	
	N	%	N	%	N	%
Consultancy	16	11.4	70	19.7	17	9.7
Arts/cultural/humanities	11	7.9	21	5.9	6	3.4
Education/research	8	5.7	73	20.5	28	16.0
Environment/animals	6	4.3	10	2.8	2	1.1
Health/health research	25	17.9	94	26.4	62	35.4
Human services	27	19.3	58	16.3	31	17.7
Public/society benefit	2	1.4	13	3.7	10	5.7
Faith-based	5	3.6	12	3.4	14	8.0
Not currently employed	3	2.1	3	.8	1	.6
Other	31	22.1	2	.6	0	0
Missing	6	4.3	0	0	4	2.3
Total	140	100	356	100	175	100

Approximately how much money did your organization raise during its most recent fiscal year? (Gross funds based on your own country's currency)

	Italy	
	N	N
I am a consultant	30	3
< 250,000	58	3
250,000 – 499,999	10	2
500,000 – 999,999	7	0
1 million – 2,499,999	8	2
2.5 million – 4,999,999	1	1
5 million – 9,999,999	6	2
10 million – 24,999,999	3	5
25 million +	7	9
Missing	10	4
Total	140	100

What was the approximate budget of your organization during its most recent fiscal year? (Based on your own country's currency)

	Italy	
	N	%
I am a consultant	31	22.1
< 250,000	42	30.0
250,000 – 499,999	11	7.9
500,000 – 999,999	9	6.4
1 million – 2,499,999	13	9.3
2.5 million – 4,999,999	1	.7
5 million – 9,999,999	11	7.9
10 million – 24,999,999	6	4.3
25 million +	4	2.9
Missing	12	8.6
Total	140	100

How many paid, FTE (full-time equivalent) professional fundraisers work in your organization?

Frequency of Response

	Italy		CFRE		Non-CFRE	
	N	%	N	%	N	%
0	49	35.0	5	1.4	8	4.6
1	33	23.6	80	22.5	41	23.4
2 – 4	16	11.4	111	31.2	67	38.3
5 – 10	10	7.1	71	19.9	17	9.7
11 – 19	5	3.6	26	7.3	8	4.6
More than 20	3	2.1	52	14.6	26	14.9
Missing	24	17.1	11	3.1	8	4.6
Total	140	100	356	100	175	100

Descriptive Statistics

	Italy	CFRE	Non-CFRE
Mean	2.9	14.0	12.3
Standard Deviation	7.8	42.3	48.3
Median	1	4	3
Mode	0	1	1
Range	0 - 70	0 – 401	0 – 600
N	140	345	167

How many paid, part-time professional fundraisers work in your organization?

Frequency of Response

	Italy		CFRE		Non-CFRE	
	N	%	N	%	N	%
0	65	46.4	174	48.9	66	37.7
1	25	17.9	55	15.4	35	20.0
2 – 4	17	12.1	53	14.9	27	15.4
5 – 10	3	2.1	24	6.7	13	7.4
11 – 19	0	.0	2	.6	3	1.7
More than 20	2	1.4	6	1.7	7	4.0
Missing	28	20.0	42	11.8	24	13.7
Total	140	100	356	100	175	100

Descriptive Statistics

	Italy	CFRE	Non-CFRE
Mean	1.6	2.9	3.2
Standard Deviation	6.4	16.4	8.2
Median	0	0	1
Mode	0	0	0
Range	0 - 60	0 – 250	0 - 50
N	140	314	151

Which of the following professional credentials do you hold that are relevant to the field of fundraising?

	Italy		CFRE		Non-CFRE	
	N	%	N	%	N	%
None	102	82.3	0	0	154	88.0
CFRE	1	.8	355	100	0	0
ACFRE	0	.0	3	0.8	2	1.1
CSPG	0	.0	10	2.8	0	0
FAHP	21	16.9	6	1.7	0	0
Other	0	.0	3	0.8	2	1.1

Note: Multiple responses permitted. Percentages may not add to 100.

Which of the following best represents your current level of responsibility?

	Italy		CFRE		Non-CFRE	
	N	%	N	%	N	%
Senior management	25	17.9	159	44.7	63	36.0
Middle management	45	32.1	149	41.9	76	43.4
Functional program area	36	25.7	28	7.9	28	16.0
Not currently employed	7	5.0	5	1.4	2	1.1
Other	20	14.3	14	3.9	2	1.1
Missing	7	5.0	1	.3	4	2.3
Total	140	100	356	100	175	100

What is the highest level of education you have completed?

	Italy		CFRE		Non-CFRE	
	N	%	N	%	N	%
Secondary school (high school diploma/ A, AO levels)	3	4.5	14	3.9	15	8.6
Associate's/post-secondary diploma/certificate	5	7.6	46	12.9	27	15.4
Bachelor's degree	31	47.0	148	41.6	77	44.0
Master's degree	10	15.2	124	34.8	48	27.4
Doctorate	2	3.0	16	4.5	1	.6
Other professional degree	13	19.7	5	1.4	4	2.3
Missing	2	3.0	3	.8	3	1.7
Total	140	100	356	100	175	100

The following questions were optional.

What is your gender?

	Italy		CFRE		Non-CFRE	
	N	%	N	%	N	%
Female	75	53.6	236	66.3	126	72.0
Male	58	41.4	113	31.7	46	26.3
Missing	7	5.0	7	2.0	3	1.7
Total	140	100	356	100	175	100

What is your racial/ethnic background?

	Italy		CFRE		Non-CFRE	
	N	%	N	%	N	%
Asian/ Indian	0	.0	4	1.1	2	1.1
Black	0	.0	1	.3		
Chinese	0	.0	1	.3	2	1.1
Filipino	0	.0	1	.3	2	1.1
Hispanic/ Latino/ Spanish	6	4.3	3	.8	1	.6
Indigenous person ¹	0	.0	1	.3	1	.6
Multi-ethnic	0	.0	6	1.7	3	1.7
White	117	83.6	329	92.4	156	89.1
Other	1	.7	3	1.1	2	1.1
Missing	16	11.4	7	2.0	6	3.4
Total	140	100	356	100	175	100

What is your age?

	Italy		CFRE		Non-CFRE	
	N	%	N	%	N	%
< 25 yrs	0	.0	0	.0	2	1.1
25 – 34 yrs	34	24.3	23	6.5	19	10.9
35 – 44 yrs	61	43.6	81	22.8	34	19.4
45 – 54 yrs	25	17.9	115	32.3	49	28.0
55 – 64 yrs	11	7.9	117	32.9	56	32.0
65+ yrs	2	1.4	16	4.5	11	6.3
Missing	7	5.0	4	1.1	4	2.3
Total	140	100	356	100	175	100

¹ American Indian, Alaska Native, Australian Native, Inuit, Metis, Maori, Torres Strait

Percentage of Time and Importance Ratings for the Six Domains of Fundraising Practice

Percentage of Time: Overall, what percentage of your work time did you spend performing the tasks associated with each domain during the past year?

In the table below, the mean (or average) percentage of time that survey respondents spent in each domain are presented. For each domain, the mean could range from a low of 0 if none of the respondents spent time in the domain, to a high of 100, if all of the respondents spent all of their time in the domain. In the table below, CFREs spent an average of 27% of their time in *Relationship Building*, and 19% each in *Securing the Gift* and *Leadership and Management*.

Domain	Italy (n = 140)		CFRE (N=356)		Non-CFRE (N= 175)	
	Mean	SD	Mean	SD	Mean	SD
1. Current and Prospective Donor Research	23.9	17.8	12.6	10.5	15.0	12.1
2. Securing the Gift	14.4	11.6	18.8	11.5	18.5	12.0
3. Relationship Building	21.8	12.2	27.0	13.5	26.5	14.1
4. Volunteer Involvement	9.9	10.0	10.5	7.6	8.4	6.9
5. Leadership and Management	15.1	13.8	19.2	14.0	18.3	14.5
6. Ethics and Accountability	11.8	11.0	8.5	6.8	9.8	9.2
Other	3.2	10.6	3.5	11.4	3.5	9.9

Importance: How important is each domain to effective fundraising practice?

- 0 = Not important
- 1 = Minimally important
- 2 = Moderately important
- 3 = Highly important

In the table below, mean (or average) importance ratings are presented. The mean could range from a low of 0, if all respondents rated the domain as not important, to a high of 3.0, if all respondents rated the domain as highly important. For CFRE's, the average importance rating for the domain, *Current and Prospective Donor Research*, was 2.5, halfway between 2.0 (moderately important) and 3 (highly important).

Domain	Italy (n = 126)		CFRE (N=356)		Non-CFRE (N= 175)	
	Mean	SD	Mean	SD	Mean	SD
1. Current and Prospective Donor Research	2.8	.5	2.5	.7	2.6	.6
2. Securing the Gift	2.5	.7	2.9	.3	2.9	.3
3. Relationship Building	2.8	.5	3.0	.2	3.0	.2
4. Volunteer Involvement	2.3	.9	2.3	.8	2.1	.9
5. Leadership and Management	2.5	.7	2.7	.6	2.6	.5
6. Ethics and Accountability	2.7	.5	2.7	.6	2.7	.5
Other	2.2	1.2	2.5	.8	2.3	1.1

Frequency Ratings for Tasks Performed in Each Domain of Fundraising Practice

How frequently did you perform this task in your work as a fundraising professional during the past 12 months?

- 0 = Never
- 1 = Rarely (annually/semiannually/quarterly)
- 2 = Occasionally (weekly or monthly)
- 3 = Frequently (daily or almost daily)

In the table below, mean (or average) frequency ratings could range from a low of 0, if all respondents selected never, to a high of 3, if all respondents selected frequently (daily or almost daily). For CFREs, the average frequency rating for the task, *Develop a list of prospective donors...*, was 2.6, slightly more than halfway between 2.0 (occasionally) and 3.0 (Frequently).

Task Frequency Ratings (Mean and Standard Deviation)

Task	Italy		CFRE		Non-CFRE	
	Mean	SD	Mean	SD	Mean	SD
I. Current and Prospective Donor Research						
1.1 Develop a list of prospective donors by identifying individuals and groups (foundations, corporations, government agencies, etc.) who have the capacity and propensity to give, in order to qualify prospective donors for further research and cultivation efforts.	2.2	.9	2.6	.6	2.5	.7
1.2 Implement a secure data management system that stores information about current and prospective donors to enable segmented retrieval and analysis.	1.9	1.1	2.0	1.0	2.2	1.0
1.3 Analyse the list of current and prospective donors using characteristics such as demographics, interests, values, giving history, relationships, and linkages to the organisation, in order to select potential donors for particular projects and fundraising programmes.	1.8	1.0	2.4	.7	2.3	.8
1.4 Rate current and prospective donors in categories of giving potential in order to prioritise and plan cultivation and solicitation.	1.8	1.0	2.4	.7	2.3	.8
1.5 Present the list of current and prospective donors and relevant information to organisational leaders in order to establish consensus for action.	1.6	1.0	2.1	.8	2.0	.9
II. Securing the Gift						
2.1 Develop a compelling case for support by involving stakeholders (such as volunteers, staff, and members of the Board) in order to communicate the rationale for supporting the organisation's fundraising programme.	2.0	1.0	2.3	.8	2.3	.8
2.2 Apply prospect research data to develop a solicitation plan for involvement of individual donors and/or donor groups.	1.7	1.0	2.1	.8	2.1	.9

Task Frequency Ratings (Mean and Standard Deviation)

Task	Italy		CFRE		Non-CFRE	
	Mean	SD	Mean	SD	Mean	SD
2.3 Plan a comprehensive solicitation programme in order to generate financial support for the organisation's purpose.	1.8	1.0	2.3	.8	2.2	.9
2.4 Prepare donor-focused and segmented solicitation communications in order to influence and facilitate informed gift decisions.	1.7	1.0	2.2	.8	2.1	.9
2.5 Ask for and secure gifts from prospects in order to generate financial support for the organisation's purpose.	2.1	.9	2.7	.6	2.4	.8
2.6 Evaluate the solicitation programme using appropriate criteria and methodology in order to produce accurate analytic reports for effective decision making.	1.7	1.1	1.9	.8	1.9	.9
III. Relationship Building						
3.1 Initiate and strengthen relationships with all constituents through a systematic cultivation plan designed to build trust in, and long-term commitment to, the organisation.	2.1	.9	2.5	.7	2.5	.7
3.2 Develop and implement a comprehensive communications plan in order to inform constituents and identified markets about the mission, vision, and values of the organisation, its funding priorities, and gift opportunities.	1.8	1.0	2.1	.8	2.2	.8
3.3 Promote a culture of philanthropy by broadening constituents' understanding of the value of giving.	1.4	1.1	2.2	.8	2.1	.9
3.4 Acknowledge and recognise gifts in ways that are meaningful to donors and appropriate to the mission and values of the organisation.	2.5	.9	2.7	.6	2.8	.5
IV. Volunteer Involvement						
4.1 Create a structured process for the identification, recruitment, evaluation, recognition, and replacement of volunteers, in order to strengthen the organisation's effectiveness.	1.2	1.0	1.8	.9	1.6	1.0
4.2 Empower and support volunteers by providing orientation, training, and specific job descriptions in order to enhance the volunteers' effectiveness.	1.3	1.1	1.8	.9	1.6	1.0
4.3 Engage volunteers in the fundraising process and related activities in order to expand organisational capacity.	1.3	1.0	2.1	.8	1.9	1.0
4.4 Participate in recruiting experienced and diverse leadership on boards and/or committees in order to ensure that these groups are representative of, and responsive to, the communities served.	.7	.9	1.9	1.0	1.7	1.1
V. Leadership and Management						
5.1 Foster and support a culture of philanthropy across the organisation and its constituencies.	1.7	1.0	2.5	.7	2.4	.7
5.2 Ensure sound administrative and management policies and procedures to support fundraising functions.	1.8	1.1	2.5	.7	2.4	.8
5.3 Participate in the organisation's strategic planning process in order to ensure the integration of fundraising and philanthropy.	1.8	1.1	2.1	.9	2.1	.9

Task Frequency Ratings (Mean and Standard Deviation)

Task	Italy		CFRE		Non-CFRE	
	Mean	SD	Mean	SD	Mean	SD
5.4 Design and implement short- and long-term fundraising plans and budgets in order to support the organisation's strategic goals.	1.9	1.0	2.3	.8	2.3	.8
5.5 Apply key principles of marketing and public relations to fundraising planning and programmes.	2.0	1.0	2.2	.8	2.4	.8
5.6 Conduct ongoing performance analysis of the fundraising programme using accepted and appropriate standards in order to identify opportunities, resolve problems, and inform future planning.	1.6	1.1	2.0	.9	2.1	.8
5.7 Recruit, train, and support staff by applying human resource principles in order to foster professionalism and a productive team-oriented work environment.	1.5	1.0	1.9	1.0	1.8	1.0
5.8 Contract for services in order to optimise the efforts of the fundraising function.	1.5	1.1	1.4	1.0	1.2	1.0
VI. Ethics and Accountability						
6.1 Ensure that all fundraising activities are conducted in accordance with ethical principles and standards.	2.3	1.0	2.8	.5	2.8	.4
6.2 Create gift acceptance policies that reflect the values of the organisation and satisfy legal and ethical standards.	2.0	1.1	2.0	.9	2.1	1.0
6.3 Clarify, implement, monitor, and honour donors' intent and instructions, and ensure that allocations are accurately documented in the organisation's records.	2.2	1.0	2.6	.6	2.6	.6
6.4 Report to constituents the sources, uses, impact, and management of donated funds in order to preserve and enhance confidence and public trust in the organisation.	2.2	1.0	2.4	.7	2.3	.7
6.5 Comply with all reporting requirements and regulations in order to fulfill commitment to accountability and demonstrate transparency.	2.3	1.0	2.6	.8	2.6	.7

Importance Ratings for Tasks Performed in Each Domain of Fundraising Practice

How important is this task to effective fundraising practice?

- 0 = Not important
- 1 = Minimally important
- 2 = Moderately important
- 3 = Highly important

In the table below, mean (or average) importance ratings are presented. The mean could range from a low of 0, if all respondents rated the task as not important, to a high of 3.0, if all respondents rated the task as highly important. For CFRE's, the average importance rating for the domain, *Develop a list of prospective donors...*, was 2.9, very close to the highest possible rating of 3 (highly important).

Task Importance Ratings (Mean and Standard Deviation)

Task	Italy		CFRE		Non-CFRE	
	Mean	SD	Mean	SD	Mean	SD
I. Current and Prospective Donor Research						
1.1 Develop a list of prospective donors by identifying individuals and groups (foundations, corporations, government agencies, etc.) who have the capacity and propensity to give, in order to qualify prospective donors for further research and cultivation efforts.	2.9	.3	2.9	.3	2.9	.4
1.2 Implement a secure data management system that stores information about current and prospective donors to enable segmented retrieval and analysis.	2.8	.4	2.8	.4	2.8	.4
1.3 Analyse the list of current and prospective donors using characteristics such as demographics, interests, values, giving history, relationships, and linkages to the organisation, in order to select potential donors for particular projects and fundraising programmes.	2.7	.6	2.7	.5	2.7	.6
1.4 Rate current and prospective donors in categories of giving potential in order to prioritise and plan cultivation and solicitation.	2.7	.6	2.8	.5	2.7	.5
1.5 Present the list of current and prospective donors and relevant information to organisational leaders in order to establish consensus for action.	2.6	.6	2.5	.7	2.4	.7
II. Securing the Gift						
2.1 Develop a compelling case for support by involving stakeholders (such as volunteers, staff, and members of the Board) in order to communicate the rationale for supporting the organisation's fundraising programme.	2.6	.6	2.8	.5	2.8	.4
2.2 Apply prospect research data to develop a solicitation plan for involvement of individual donors and/or donor groups.	2.5	.6	2.5	.6	2.5	.6

Task Importance Ratings (Mean and Standard Deviation)

Task	Italy		CFRE		Non-CFRE	
	Mean	SD	Mean	SD	Mean	SD
2.3 Plan a comprehensive solicitation programme in order to generate financial support for the organisation's purpose.	2.5	.7	2.8	.5	2.7	.5
2.4 Prepare donor-focused and segmented solicitation communications in order to influence and facilitate informed gift decisions.	2.6	.6	2.7	.6	2.6	.6
2.5 Ask for and secure gifts from prospects in order to generate financial support for the organisation's purpose.	2.7	.6	3.0	.2	2.8	.4
2.6 Evaluate the solicitation programme using appropriate criteria and methodology in order to produce accurate analytic reports for effective decision making.	2.6	.6	2.5	.7	2.5	.7
III. Relationship Building						
3.1 Initiate and strengthen relationships with all constituents through a systematic cultivation plan designed to build trust in, and long-term commitment to, the organisation.	2.9	.4	2.8	.4	2.8	.4
3.2 Develop and implement a comprehensive communications plan in order to inform constituents and identified markets about the mission, vision, and values of the organisation, its funding priorities, and gift opportunities.	2.8	.5	2.7	.5	2.8	.5
3.3 Promote a culture of philanthropy by broadening constituents' understanding of the value of giving.	2.4	.7	2.5	.7	2.5	.7
3.4 Acknowledge and recognise gifts in ways that are meaningful to donors and appropriate to the mission and values of the organisation.	2.8	.5	2.9	.3	2.9	.3
IV. Volunteer Involvement						
4.1 Create a structured process for the identification, recruitment, evaluation, recognition, and replacement of volunteers, in order to strengthen the organisation's effectiveness.	2.4	.7	2.5	.7	2.4	.7
4.2 Empower and support volunteers by providing orientation, training, and specific job descriptions in order to enhance the volunteers' effectiveness.	2.4	.7	2.5	.7	2.5	.7
4.3 Engage volunteers in the fundraising process and related activities in order to expand organizational capacity.	2.4	.8	2.6	.7	2.5	.8
4.4 Participate in recruiting experienced and diverse leadership on boards and/or committees in order to ensure that these groups are representative of, and responsive to, the communities served.	2.0	.9	2.6	.6	2.7	.6
V. Leadership and Management						
5.1 Foster and support a culture of philanthropy across the organisation and its constituencies.	2.5	.7	2.7	.5	2.7	.5
5.2 Ensure sound administrative and management policies and procedures to support fundraising functions.	2.7	.7	2.8	.5	2.8	.4
5.3 Participate in the organisation's strategic planning process in order to ensure the integration of fundraising and philanthropy.	2.6	.6	2.7	.5	2.8	.5

Task Importance Ratings (Mean and Standard Deviation)

Task	Italy		CFRE		Non-CFRE	
	Mean	SD	Mean	SD	Mean	SD
5.4 Design and implement short- and long-term fundraising plans and budgets in order to support the organisation's strategic goals.	2.7	.5	2.7	.5	2.8	.4
5.5 Apply key principles of marketing and public relations to fundraising planning and programmes.	2.6	.7	2.5	.6	2.6	.5
5.6 Conduct ongoing performance analysis of the fundraising programme using accepted and appropriate standards in order to identify opportunities, resolve problems, and inform future planning.	2.5	.7	2.5	.6	2.7	.6
5.7 Recruit, train, and support staff by applying human resource principles in order to foster professionalism and a productive team-oriented work environment.	2.7	.6	2.5	.7	2.5	.7
5.8 Contract for services in order to optimise the efforts of the fundraising function.	2.3	.8	1.9	.9	1.8	.8
VI. Ethics and Accountability						
6.1 Ensure that all fundraising activities are conducted in accordance with ethical principles and standards.	2.8	.6	3.0	.2	3.0	.2
6.2 Create gift acceptance policies that reflect the values of the organisation and satisfy legal and ethical standards.	2.6	.7	2.8	.4	2.8	.4
6.3 Clarify, implement, monitor, and honour donors' intent and instructions, and ensure that allocations are accurately documented in the organisation's records.	2.7	.5	3.0	.2	2.9	.3
6.4 Report to constituents the sources, uses, impact, and management of donated funds in order to preserve and enhance confidence and public trust in the organisation.	2.9	.4	2.9	.3	2.8	.4
6.5 Comply with all reporting requirements and regulations in order to fulfill commitment to accountability and demonstrate transparency.	2.8	.5	2.9	.4	2.9	.3

Level of Usage Ratings for Knowledge Used to Perform Tasks in Each Domain of Fundraising Practice

At what level do you use the knowledge in your work as a fundraising professional?

I do not have the knowledge

I have the knowledge but do not use it

I apply the knowledge in specific situations

I analyse problems, evaluate situations, and/or create solutions using the knowledge

The percentage of respondents selecting each response option is tabled below. For example, 3% of the CFREs who answered the survey indicated that they did not have knowledge of *indicators that identify trends and define characteristics of a constituency*. 10% indicated that they did not use the knowledge, 54% apply the knowledge in specific situations, and 32% analyse problems, evaluate situations, and/or create solutions using the knowledge

If a number in the table appears in **bold** font indicates that 50% or more of the respondents selected the response option.

	Italy				CFRE				Non-CFRE			
	Do not have	Do not use	Apply	Anal/eval/create	Do not have	Do not use	Apply	Anal/eval/create	Do not have	Do not use	Apply	Anal/eval/create
I. Current and Prospective Donor Research												
1. Indicators that identify trends and define characteristics (such as socioeconomic, giving history, generational, gender, and cultural) of a constituency	24%	21%	32%	24%	3%	10%	54%	32%	9%	9%	57%	24%
2. Donor acquisition strategies	11%	17%	38%	35%	2%	8%	47%	43%	3%	7%	48%	42%
3. Sources of financial support (such as individuals, corporations, grant-making bodies, foundations, government)	8%	16%	43%	34%	0%	5%	40%	54%	1%	8%	45%	46%
4. Types of information needed to identify prospective donors and determine specific fundraising strategies	17%	22%	33%	28%	1%	6%	50%	43%	4%	5%	52%	39%
5. Donor profile components	16%	20%	42%	22%	3%	9%	57%	31%	5%	12%	53%	30%
6. Indicators of gift potential	22%	36%	27%	16%	4%	7%	50%	39%	8%	12%	49%	32%
7. Donor giving patterns	19%	26%	35%	20%	2%	6%	48%	44%	5%	9%	46%	40%
8. Data analysis techniques (such as statistical analysis, data mining, and segmentation)	26%	27%	24%	22%	8%	21%	43%	27%	18%	19%	39%	25%

	Italy				CFRE				Non-CFRE			
	Do not have	Do not use	Apply	Anal/eval/create	Do not have	Do not use	Apply	Anal/eval/create	Do not have	Do not use	Apply	Anal/eval/create
9. Data gathering techniques (such as surveys, focus groups, interviews, social networking)	26%	27%	34%	13%	7%	29%	46%	19%	10%	26%	44%	19%
10. Elements of a comprehensive data management system (including data capture, storage, retrieval, maintenance, and security)	21%	18%	45%	16%	5%	17%	51%	27%	14%	10%	44%	32%
11. Prospect screening, qualifying, and rating methods	22%	30%	30%	17%	5%	15%	55%	25%	12%	23%	46%	20%
12. Motivations, practices, and policies of various funding sources	24%	25%	32%	19%	3%	11%	51%	35%	11%	15%	53%	21%
13. Prospect information sources (such as people, written/published, and electronic/online) and their uses and limitations	23%	22%	33%	21%	5%	14%	56%	26%	12%	16%	51%	20%
14. Elements or components of a fundraising programme, including annual, capital/major, and planned giving/legacies	21%	28%	31%	20%	1%	4%	35%	61%	5%	2%	46%	46%
15. Relationships between and among annual, capital/major, and planned giving/legacies programmes	24%	21%	32%	24%	2%	10%	34%	54%	6%	12%	38%	43%
16. Donor survey components and uses	11%	17%	38%	35%	12%	34%	41%	13%	17%	33%	36%	14%
17. Market study components and uses	8%	16%	43%	34%	17%	37%	36%	10%	20%	34%	39%	7%
18. Privacy legislation and the ethical use of data	17%	22%	33%	28%	4%	12%	62%	22%	9%	6%	68%	16%
II. Securing the Gift												
19. Psychology of giving	19%	17%	48%	17%	2%	7%	64%	27%	4%	9%	66%	21%
20. Sociological and cultural influences on giving	19%	18%	46%	18%	3%	14%	62%	21%	8%	16%	60%	16%
21. Elements and uses of a case statement and a case for support	21%	24%	35%	20%	1%	4%	38%	58%	2%	7%	50%	42%
22. Types of gifts (cash, securities, property, gifts in kind, etc.)	19%	21%	45%	15%	0%	5%	49%	46%	2%	6%	57%	34%
23. Solicitation strategies and their effectiveness with different donor groups	20%	17%	39%	23%	1%	4%	44%	51%	5%	12%	50%	34%
Fundraising techniques and programs such as:												
24. Direct marketing (mail, telephone, electronic, direct response television [drtv], etc.)	11%	10%	40%	38%	1%	17%	41%	41%	2%	14%	43%	41%
25. Special events (dinners, walk-a-thons, tournaments, auctions, etc.)	7%	14%	42%	37%	1%	20%	37%	41%	1%	17%	44%	38%
26. Grant proposal writing (foundations, corporations, government, etc.)	13%	11%	39%	37%	2%	13%	39%	46%	5%	18%	40%	38%
27. Corporate sponsorships, partnerships, and cause-related marketing	13%	15%	32%	41%	2%	18%	41%	40%	6%	16%	48%	31%
28. Gift planning (such as bequests, legacies, trusts)	29%	42%	16%	14%	1%	12%	44%	42%	5%	12%	48%	34%
29. Major gifts	27%	33%	24%	17%	0%	4%	33%	62%	2%	6%	49%	43%

	Italy				CFRE				Non-CFRE			
	Do not have	Do not use	Apply	Anal/eval/create	Do not have	Do not use	Apply	Anal/eval/create	Do not have	Do not use	Apply	Anal/eval/create
30. Memorial and tribute gifts	28%	29%	28%	16%	1%	12%	56%	31%	5%	16%	55%	25%
31. Capital and endowment campaigns	43%	40%	13%	5%	3%	17%	30%	50%	9%	21%	37%	33%
32. Membership and alumni programmes	23%	23%	35%	19%	10%	35%	36%	19%	16%	30%	36%	17%
33. Gaming and lottery programs	36%	33%	20%	11%	34%	46%	15%	5%	36%	41%	16%	7%
34. Workforce and payroll giving/federated campaigns	25%	31%	33%	11%	12%	31%	42%	15%	15%	27%	43%	15%
35. Street collections/face-to-face solicitation	34%	42%	18%	6%	24%	41%	23%	12%	26%	41%	26%	6%
36. For-profit activities (such as product sales and charity/thrift shops)	23%	30%	31%	16%	33%	44%	15%	7%	27%	49%	19%	5%
37. Community and third-party fundraising	31%	26%	33%	11%	21%	36%	30%	13%	21%	31%	38%	10%
38. Other	55%	14%	14%	16%	43%	33%	16%	7%	43%	34%	18%	5%
39. Feasibility study components and uses	33%	27%	28%	13%	8%	26%	36%	30%	12%	32%	36%	20%
40. Negotiation techniques	23%	25%	33%	20%	5%	17%	53%	25%	10%	16%	59%	16%
41. External factors that may affect the viability of the organisation and its programmes/services	18%	18%	43%	21%	3%	11%	48%	37%	6%	10%	55%	29%
42. Tangible and intangible ways in which donors benefit from giving	19%	19%	42%	20%	1%	5%	51%	44%	3%	6%	58%	33%
43. Peer-to-peer principles and their application to fundraising	35%	21%	33%	11%	2%	9%	50%	39%	3%	12%	57%	27%
44. Fundraising programme evaluation standards, procedures, and methods (including benchmark calculations such as cost of fundraising, ROI, fundraising ratios, average gift, response rates)	32%	18%	33%	17%	2%	14%	43%	41%	10%	10%	45%	35%
45. Payment structures for contributions (outright, pledge, instalment, etc.)	23%	19%	43%	15%	1%	11%	49%	39%	4%	14%	46%	36%
46. Communication methods and messages to reach target audiences	12%	15%	34%	40%	0%	6%	45%	49%	1%	3%	52%	44%
47. The use of prospect research to inform cultivation and solicitation strategies	13%	18%	36%	34%	3%	12%	53%	32%	8%	13%	53%	26%
48. Involvement of donor advisors	28%	33%	30%	8%	5%	23%	49%	22%	11%	27%	47%	15%
49. Use of electronic media in solicitation (email, text messaging, widgets, etc.)	12%	16%	39%	33%	9%	26%	42%	22%	9%	24%	51%	16%
III. Relationship Building												
50. Elements of a cultivation plan	24%	26%	28%	22%	0%	4%	41%	55%	4%	11%	47%	38%
51. Components of a comprehensive communications plan and processes for creating one	19%	25%	28%	28%	2%	11%	45%	42%	5%	15%	40%	41%
52. Donor acquisition and retention principles	14%	20%	41%	26%	0%	7%	51%	42%	2%	9%	46%	43%

	Italy				CFRE				Non-CFRE			
	Do not have	Do not use	Apply	Anal/eval/create	Do not have	Do not use	Apply	Anal/eval/create	Do not have	Do not use	Apply	Anal/eval/create
53. Communication methods and messages to reach target audiences	9%	17%	43%	31%	1%	4%	50%	45%	2%	6%	45%	47%
54. Oral and written communication techniques	9%	10%	52%	29%	0%	0%	43%	57%	0%	2%	49%	50%
55. Components and uses of active listening	14%	15%	49%	22%	1%	3%	51%	45%	2%	3%	57%	38%
56. Aspects of nonverbal communication (body language, eye contact, etc.)	16%	22%	43%	19%	1%	6%	56%	38%	2%	5%	64%	29%
57. Interpersonal communication (e.g., trust building, team building, group dynamics)	13%	18%	44%	25%	2%	6%	52%	40%	2%	8%	60%	30%
58. External spheres of influence (such as corporate, governmental, social, civic, professional, and religious leadership) and their interrelationships	19%	23%	40%	17%	5%	14%	49%	33%	8%	13%	53%	26%
59. Methods for optimising relationships between and among constituencies	20%	34%	28%	18%	5%	12%	48%	35%	8%	15%	50%	27%
60. Relationship between philanthropy and fundraising	28%	36%	22%	14%	1%	11%	48%	40%	3%	16%	52%	28%
61. Benefits of fundraising programmes for organisations	28%	29%	30%	13%	1%	11%	50%	38%	2%	9%	60%	29%
62. Relationship strengthening using incentives (such as member benefits, special invitations, premiums, naming rights)	27%	28%	28%	17%	2%	18%	46%	33%	10%	20%	45%	25%
63. Donor recognition techniques	24%	30%	33%	12%	1%	3%	46%	50%	1%	5%	52%	42%
64. Use of electronic media in relationship building (social networking, video sharing, etc.)	17%	25%	30%	27%	13%	29%	40%	17%	17%	19%	48%	16%
IV. Volunteer Involvement												
65. Personality types and attributes	24%	28%	35%	13%	5%	26%	48%	22%	8%	27%	47%	18%
66. Volunteer roles in fundraising	18%	25%	45%	12%	1%	13%	52%	35%	6%	19%	46%	29%
67. Volunteer job description components and uses	22%	39%	30%	8%	2%	20%	47%	31%	8%	26%	39%	27%
68. Principles of adult learning	39%	39%	16%	7%	15%	35%	38%	12%	23%	31%	37%	9%
69. Skills training and competency development methods	25%	31%	34%	10%	11%	29%	46%	14%	18%	28%	39%	14%
70. Strategies for optimising volunteers' time and talent	27%	33%	29%	12%	5%	21%	49%	26%	13%	23%	41%	23%
71. Volunteer recruitment, management, motivation, retention, recognition, and evaluation techniques	24%	30%	35%	11%	3%	18%	46%	34%	10%	23%	40%	27%
72. Governance principles and models for not-for-profit organisations	27%	27%	32%	14%	4%	18%	48%	29%	9%	23%	51%	17%
73. Value of diversity and community representation	31%	32%	26%	11%	3%	19%	56%	22%	10%	24%	46%	20%
74. Respective roles of volunteer board members and staff with respect to governance and management	27%	30%	30%	13%	2%	14%	48%	36%	6%	19%	45%	30%

	Italy				CFRE				Non-CFRE			
	Do not have	Do not use	Apply	Anal/eval/create	Do not have	Do not use	Apply	Anal/eval/create	Do not have	Do not use	Apply	Anal/eval/create
V. Leadership and Management												
75. Components and uses of mission and vision statements	9%	9%	53%	28%	0%	3%	48%	49%	3%	8%	54%	35%
76. Strategic and action planning methods	10%	11%	47%	33%	1%	3%	36%	60%	2%	4%	47%	46%
77. Fundraising programme evaluation standards, procedures, and methods (including benchmark calculations such as cost of fundraising, roi, fundraising ratios, average gift, response rates)	22%	25%	30%	22%	1%	9%	40%	50%	6%	14%	43%	38%
78. Policy development procedures	23%	31%	23%	22%	3%	13%	48%	36%	6%	14%	51%	29%
79. Elements of a fundraising plan	16%	12%	42%	30%	0%	3%	39%	59%	4%	6%	45%	46%
80. Place of fundraising in the strategic planning process	19%	19%	36%	27%	1%	7%	41%	51%	5%	6%	49%	40%
81. Impact of organisational structures and team dynamics on the effectiveness of fundraising programmes	21%	22%	36%	21%	3%	13%	45%	40%	9%	9%	53%	29%
82. Methods for ensuring the integrity of data management and record-keeping systems	15%	24%	42%	19%	2%	7%	56%	35%	5%	9%	48%	38%
83. Components and uses of development audits	25%	30%	32%	13%	7%	28%	41%	24%	16%	31%	35%	18%
84. Financial management, including budgeting and financial statements	10%	17%	50%	23%	1%	7%	47%	45%	5%	10%	51%	33%
85. Use and application of market research	28%	29%	26%	16%	9%	30%	47%	15%	17%	22%	45%	16%
86. Marketing and public relations principles	15%	12%	47%	26%	3%	8%	59%	30%	5%	8%	56%	31%
87. Benefits of a media programme	25%	27%	26%	22%	5%	22%	55%	17%	9%	22%	46%	23%
88. Methods for assessing the organisation's impact on the community	28%	30%	32%	11%	11%	21%	46%	21%	18%	19%	39%	25%
89. Training resources appropriate to the different fundraising programme elements	29%	27%	27%	17%	3%	18%	56%	23%	12%	19%	47%	22%
90. Staff recruitment, managing, retaining, rewarding, and evaluating techniques	28%	29%	31%	12%	3%	16%	45%	35%	12%	17%	44%	28%
91. Culture and definition of philanthropy	34%	30%	28%	8%	2%	8%	53%	37%	6%	16%	52%	26%
92. Tools to assess the need for contracted services (e.g., gap analysis)	49%	26%	16%	9%	18%	36%	32%	14%	29%	30%	28%	13%
93. Techniques for selecting, evaluating, and managing contracted services	52%	23%	14%	12%	14%	34%	36%	15%	24%	30%	30%	15%
94. Principles of managing meetings	27%	20%	39%	14%	3%	10%	58%	28%	5%	11%	60%	23%
95. Methods and strategies for managing change	31%	23%	32%	14%	8%	13%	51%	28%	15%	17%	45%	24%
96. Principles of effective leadership	21%	17%	40%	22%	2%	5%	53%	39%	5%	9%	56%	31%
97. Sources of historical and contemporary information about philanthropy and fundraising	37%	22%	28%	14%	3%	18%	54%	25%	10%	19%	49%	22%

	Italy				CFRE				Non-CFRE			
	Do not have	Do not use	Apply	Anal/eval/create	Do not have	Do not use	Apply	Anal/eval/create	Do not have	Do not use	Apply	Anal/eval/create
VI. Ethics and Accountability												
98. Laws and regulations affecting not-for-profit organisations, including interactions with their stakeholders (donors, staff, volunteers, etc.)	15%	15%	56%	13%	1%	4%	68%	28%	6%	1%	73%	20%
99. Legal and ethical practices related to donor record maintenance, gift accounting, and audit trails	20%	18%	49%	13%	1%	3%	62%	35%	5%	3%	66%	26%
100. Methods of recording, receipting, recognising, and acknowledging gifts	7%	12%	56%	25%	0%	4%	51%	45%	1%	3%	58%	39%
101. Elements of gift acceptance policies	18%	25%	40%	17%	1%	7%	51%	42%	7%	8%	53%	31%
102. Elements of gift agreements	22%	29%	35%	13%	3%	7%	53%	37%	12%	8%	52%	28%
103. Accounting principles for not-for-profit organisations	16%	20%	48%	15%	5%	14%	62%	19%	10%	15%	52%	23%
104. Organisational transparency, including methods for reporting fundraising performance, outcomes, and impact to constituencies	12%	16%	51%	22%	1%	5%	55%	39%	7%	7%	57%	29%
105. Donor Bill of Rights/Donors' Charter	28%	31%	31%	11%	2%	7%	61%	31%	18%	15%	49%	19%
106. Personal privacy and information protection	8%	4%	72%	16%	0%	2%	65%	32%	3%	3%	61%	32%
107. Ethical principles relevant to cultivation, securing and accepting gifts	18%	17%	50%	15%	0%	2%	60%	38%	3%	2%	63%	32%
108. Methods and processes for ethical decision making	25%	16%	43%	16%	1%	6%	59%	34%	5%	6%	60%	29%

Write-In Responses Regarding Anticipated Changes in the Profession

Please describe the major changes that you see occurring in the fundraising profession in the next five years. (Italy)

Sarà indispensabile una certificazione professionale anche nelle organizzazioni no-profit di media entità, come la nostra.

1) aumento delle organizzazioni nonprofit che entreranno nel mercato del fundraising; 2) Maggiore riconoscimento della funzione strategica del fundraising nella vita di una ONP; 3) sviluppo di mercati territoriali e locali del fundraising; 4) maggiore attenzione dei donatori, soprattutto dei grandi donatori, sull'utilizzo delle donazioni; 5) aumento della contaminazione tra organizzazioni profit e nonprofit soprattutto nelle materie della comunicazione, del marketing e del management; 6) Aumento della consapevolezza da parte dei professionisti del fundraising, del proprio ruolo in relazione allo sviluppo del Terzo Settore italiano; 7) Si svilupperà un fund raising con caratteristiche tutte italiane.

Aumenterà il ricorso al fund raising anche da parte di organizzazioni e enti neofiti, contemporaneamente aumenterà la difficoltà nel raccogliere fondi puramente economici. Sarò credo più agevole raccogliere prestazioni professionali, beni materiali, anche in second hand, tempo...

Aumenterà in modo esponenziale la raccolta fondi con il face to face e tutti gli altri metodi innovativi già adottati da altri paesi all'avanguardia per quanto riguarda il fund raising

Aumenterà l'importanza delle associazioni ed enti no-profit in genere in relazione al diminuire delle azioni welfare pubbliche. In questo contesto la professionalità nel settore del fund raising sarà in continua richiesta.

aumento dei corsi/master per l'insegnamento delle tecniche di raccolta fondi aumento degli istituti di certificazione della responsabilità sociale d'impresa aumento delle aziende che si definiranno socialmente responsabili per incrementare le vendite e che faranno cause related marketing con le associazioni aumento delle tecniche di raccolta fondi online

Aumento del numero dei fundraisers professionali, aumento delle associazioni ed enti che inizieranno la raccolta fondi. Riconversione delle donazioni in ambiti diversi. Cambiamento da carità a impegno/partecipazione che si traduce in investimenti in ambiti più vicini alla vita del donatore e del suo ambiente.

Avere un contratto collettivo nazionale di lavoro

Bisogna trovare il modo di comunicarsi sempre in modo diversi, e soprattutto lavorare sulla presa di coscienza che il mondo siamo noi, e tutti dobbiamo fare la nostra parte. Se non si va in questa direzione, non vedo un futuro roseo

Capillare informazione

Credo che il fundraising si sposterà sempre più verso azioni di responsabilità verso le aziende piuttosto che sulla sensibilizzazione dei donatori privati, se non per le grandi realtà che hanno una penetrazione capillare sul territorio

credo che sicuramente il fundraising avrà una maggiore diffusione anche in ambito culturale, in cui opero, in considerazione dei tagli sempre più cospicui a livello governativo. Questo comporterà anche una necessità di maggiori professionalità e di un riconoscimento specifico di categoria, che nel mio settore ancora non si è del tutto compiuto.

crederà il numero delle figure professionali legate a questo ambito. ne conseguirà maggiore dinamicità e visibilità della professione. anche il livello qualitativo della domanda da parte delle organizzazioni salirà.

Diventerà una professione molto ricercata a livello territoriale e dalle pubbliche amministrazioni (Comuni, Province soprattutto). Le ONP devono cominciare ad investire di più di quello che fanno, soprattutto le medio-piccole realtà.

E' un settore in netta evoluzione perciò ritengo che la formazione e la cultura della donazione, porteranno ad uno sviluppo qualitativo e quantitativo notevole della professione.

I fundraiser italiani acquisiranno maggiori competenze e professionalità, grazie a master, corso di formazione e skillshare nazionali/internazionali. Il mercato di lavoro del fundraiser si allargherà ma sarà anche minacciato dalla crisi economica dell'Italia, che si aggraverà nei prossimi anni.

**Please describe the major changes that you see occurring in the fundraising profession in the next five years.
(Italy)**

I maggiori cambiamenti che potranno venire, fermo restando le condizioni e le variabili attuali, sono a mio avviso di maggiore sensibilizzazione a livello di campagne e di innalzamento del livello della professione, la quale sarà sempre più certificata, rispondendo ad un'esigenza del mercato, laddove verranno introdotti anche corsi di qualifiche spendibili in tutto il mondo, a livello internazionale

I veri professionisti del fund raising assumeranno un ruolo sempre più importante, soprattutto nel settore cultura-spettacolo-istruzione.

Il fundraising sarà sempre utilizzato nei settori tradizionalmente coperti dai sistemi di welfare (es. sanità). Aumentando la richiesta di questo tipo di figure, saranno richieste maggiori certificazioni oggettive dai selezionatori. Pertanto in Italia si assisterà ad una strutturazione più standardizzata e parificata dei percorsi formativi e di conseguenza -ci sarebbe auspicato- ad un rafforzamento delle associazioni di categoria.

il mio settore, quello dello spettacolo dal vivo che comprende la produzione di spettacoli, la gestione sale teatrali e la formazione è in forte crisi per via del taglio del FUS da parte del governo centrale e di conseguenza da parte degli Enti locali. Credo pertanto che senza donazioni, sponsorizzazioni e fondi europei, non sarà possibile in nessun modo andare avanti. Difficilissimo dire quali potranno essere i maggiori cambiamenti della professione perché viviamo in un periodo storico fortemente penalizzato da una crisi economica pesantissima; che come sappiamo impone alle aziende e ai privati di bloccare tutti gli investimenti in donazioni e sponsorizzazioni soprattutto nell'ambito della cultura.

Impact deriving from the new technologies Changing in the donor behaviours New generations entering the donor landscape bringing different views, more pragmatism and willingness to direct rapport with the beneficiaries Corporate sector and businesses direct operating in the development arena/ social entrepreneurship

In Italia molti cambiamenti sono avvenuti negli ultimi 10 anni, ma ancora siamo lontani da un sistema organizzato per il no profit che garantisca il successo e la trasparenza delle buone cause. Troppo spesso purtroppo prevale un sentimento di protagonismo in coloro che sarebbero disponibili al volontariato, quindi piuttosto che mettersi a disposizione di un'associazione già esistente nella quale non si sentono particolarmente coinvolti o ascoltati, costoro sono portati a creare una propria associazione. Questo provoca una cattiva distribuzione di risorse umane ma anche economiche tra soggetti che spesso non hanno la forza di portare avanti progetti e attività. In Italia molto spesso è il rapporto pe

In primis la professione del fundraising deve essere riconosciuta più professionalmente nelle varie organizzazioni o fondazioni o enti e secondo me questo può avvenire in due modi: attraverso il riconoscimento sociale ed una maggiore sensibilizzazione locale e culturale

Incremento della richiesta di professionalità

la filantropia in Italia non esiste credo che forse fra 10 anni ci arriveremo. ora non esiste assolutamente. sempre più persone lavoreranno nel nonprofit, molti passeranno dal profit al nonprofit. grazie a questo afflusso, il nonprofit potrà diventare meglio strutturato e forse un po' più professionale. forse gli stipendi aumenteranno, ma forse il fatto che non si pagano tasse scomparirà. speriamo di riconoscere quelle onlus, fondazioni oneste!!! ora forse c'è ancora un po' di chiusura !!!

La reputazione sarà fondamentale sia per l'organizzazione che per il fund raising. Ci sarà uno sviluppo enorme del fund raising. Conoscenza del territorio in cui si opera. Il one to one sarà sempre necessario per raggiungere gli obiettivi.

la riduzione dei sostegni da parte del settore pubblico e una ridotta disponibilità del settore privato ad erogare sponsorizzazioni renderà sempre più necessario attivare una sistema di raccolta fondi che recuperi il ruolo del singolo donatore.

Lavorare nelle piccole e medie organizzazioni a livello territoriale. Il mercato possibile è qui.

maggior passione, versatilità ed approfondimenti

maggior coinvolgimento e maggiore richiesta

Maggior specializzazione nei vari ambiti.

non sono certezze ma speranze: che i fundraiser diventino più seri, corretti e professionali, meno teorici e più concreti e pratici assumendosi responsabilità sul campo, più etici. Auspicerei una maggiore consapevolezza da parte dei CD del valore del fundraising per un migliore perseguimento della Causa e della presenza e del ruolo di un fundraiser professionista....

**Please describe the major changes that you see occurring in the fundraising profession in the next five years.
(Italy)**

obbligo delle odv di maggiori garanzie e trasparenza per i donors. certificazione professionale fundraiser senza la quale non si puÃ² fare tale professione. CREDIBILITA'

Ora sto valutando se diventare fundraiser completo a tempo pieno

PiÃ¹ professionale, piÃ¹ vicino al lavoro in azienda, piÃ¹ concorrenza tra fundraiser

Quelli auspicabili sono un aumento dei livelli salariali e la costituzione di un'associazione di categoria realmente rappresentativa degli interessi del professionista (cosa che attualmente non esiste ancora in Italia).

Saranno sempre piÃ¹ attive organizzazioni professionali tipo Dialogo Diretto, con maggiore efficacia di impatto, ma sicuramente con minore etica.

Saranno sempre piÃ¹ importanti sia una buona preparazione che un'ottima capacitÃ di presentazione di sÃ e della mission per la quale ci si presenta.

saranno sempre piÃ¹ professionalizzati, alla pari dei colleghi che lavorano nel profit

sempre maggiore professionalizzazione, competizione maggiore e quindi sempre migliori strategie per affinare l'efficacia della strategia di FR

sempre piÃ¹ contributi privati e, ahimÃ, sempre piÃ¹ contributi pubblici questo puo' diventare una generale deresponsabilizzazione del pubblico e del privato. la sfida Ã coinvolgere i donatori come azionisti e non come tenni pensaci tu

Una sua maggiore formalizzazione e una diffusione tra le organizzazioni interessate al fund raising per la minor disponibilitÃ di risorse pubbliche disponibili e il crescente numero di organizzazioni presenti sui territori.

Total
