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Department of Families,  
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# Giving Australia: Research on Philanthropy in Australia

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## Strengthening Nonprofit Organisations Survey Report

By  
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November 2005

*The 'Giving Australia' project, an initiative of the Prime Minister's Community Business Partnership, was coordinated by the Australian Council of Social Service (ACOSS) in collaboration with the Centre for Australian Community Organisations and Management (CACOM) at the University of Technology, Sydney, the Centre of Philanthropy and Nonprofit Studies (CPNS) at the Queensland University of Technology, Roy Morgan Research (RMR), McNair Ingenuity Research and the Fundraising Institute of Australia (FIA).*

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# Contents

<b>List of tables</b>	<b>iv</b>
<b>About the authors</b>	<b>v</b>
<b>Acknowledgements</b>	<b>v</b>
<b>Executive summary</b>	<b>vi</b>
<b>1 Introduction</b>	<b>1</b>
<b>2. Methodology</b>	<b>3</b>
<b>3. Profile of the nonprofit organisations in the study</b>	<b>5</b>
3.1. Industry	5
3.2. Size	5
3.3. Geographical location	6
3.4. Age	7
3.5. Organisational status	7
3.6. Legal status	8
<b>4. Findings</b>	<b>9</b>
4.1. Patterns of resource mobilisation	9
4.2. Support used in mobilising resources	17
4.3. The lack of resource mobilisation among nonprofit organisations	19
4.4. Opportunities and barriers in resource mobilisation	21
<b>5. Summary and conclusion</b>	<b>24</b>
<b>6. References</b>	<b>28</b>
<b>7. Appendix: Survey</b>	<b>29</b>

## List of tables

Table 1	Survey response rates	4
Table 2	Respondent nonprofit organisations by industry	5
Table 3	Respondent nonprofit organisations by number of employees	5
Table 4	Respondent nonprofit organisations by number of volunteers	6
Table 5	Respondent nonprofit organisations by revenue	6
Table 6	Respondent nonprofit organisations by State & Territory	6
Table 7	Respondent nonprofit organisations by geographical location	7
Table 8	Respondent nonprofit organisations by age	7
Table 9	Respondent nonprofit organisations by level of organisation	7
Table 10	Respondent nonprofit organisations by primary purpose	8
Table 11	Respondent nonprofit organisations by legal status	8
Table 12	Type of resource mobilisation activity undertaken by size	9
Table 13	Number of resource mobilisation activities undertaken by size	10
Table 14	Type of resource mobilisation by industry	10
Table 15	Type of resource mobilisation by primary purpose	11
Table 16	Type of resource mobilisation by geographic location	11
Table 17	Type of resource mobilisation by organisational age	11
Table 18	Type of resource mobilisation by geographical scope of the organisation	12
Table 19	Type of fundraising practices used	12
Table 20	Most significant source of fundraising revenue	13
Table 21	Type of fundraising practices used by size	14
Table 22	Number of fundraising practices used by size	14
Table 23	Awareness of tax incentives introduced to support fundraising	14
Table 24	Presence of volunteer related practices by active recruitment	15
Table 25	Duration of community business partnerships	15
Table 26	Number of partnerships with business by size	16
Table 27	Key elements of most significant partnership	16
Table 28	Type of resources/support used by nonprofit organisations	17
Table 29	Percentage of respondents reporting resources/support used as 'very useful'	19
Table 30	Reasons organisations did not undertake resource mobilisation activities	20
Table 31	Improving the organisational capacity to undertake resource mobilisation	22

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# Executive summary

## Introduction

This report examines the methods used by almost 500 Australian nonprofit organisations to mobilise resources from individuals and business. In particular, it looks at the:

- extent to which nonprofit organisations mobilise resources via fundraising, partnerships with business, commercial ventures and volunteer recruitment
- types of resources and support that nonprofit organisations use to assist them when undertaking these activities and how useful they find them
- reasons that nonprofit organisations do not undertake resource mobilisation activities such as fundraising, partnerships, commercial ventures and volunteer recruitment
- factors that would improve the organisational capacity and ability of nonprofit organisations to undertake resource mobilisation activities.

Data for the report are drawn from a survey of nonprofit organisations across Australia. In the absence of an available population of nonprofit organisations from which to sample the approach involved constructing two main data sets drawn from across the major industries in which nonprofit organisations are found. These included the membership of the Fundraising Institute – Australia (FIA) and organisations listed in the six State Government Registers of charities at the time of the study. In addition, the survey was also hosted on the Australian Council of Social Service (ACOSS) web site with links to the survey distributed through several peak bodies across the nonprofit sector representing organisations in different industries.

The main limitation of the study is that the survey population *does not* comprise a stratified sample of nonprofit organisations drawn from the population of nonprofit organisations in Australia. In particular the sample is biased towards nonprofit organisations that engage in fundraising. No attempt is made therefore to derive estimates of overall resource mobilisation among the nonprofit sector in Australia. While it is not possible to generalise to the entire population of nonprofit organisations the data are sufficiently robust to meet the objectives of the project and provide useful insights into the type of support and expertise utilised by those nonprofit organisations that seek to mobilise resources and can thus inform the development of government policy in this area.

## The pattern of resource mobilisation

Overall the findings suggest that the nonprofit organisations that responded to the survey are active in a wide range of resource mobilisation activities. In the 2003-04 financial year most nonprofit organisations (80%) were active in terms of fundraising. Of the wide range of fundraising practices available to nonprofit organisations, bequests and major gifts, marketing, events and personal solicitation are the most extensive. The key types of fundraising activities in terms of revenue generation include special events, direct mail, bequests and grants from Foundations.

The majority of nonprofit organisations in the study were aware of tax incentives relating to workplace giving and the formation of prescribed private funds (PPFs). Fewer respondents were aware of the other incentives relating to tax deductibility and capital gains tax exemptions.

Almost three-quarters (72%) of the nonprofit organisations in the study had attempted to recruit volunteers in the 2003-04 financial year. Nonprofit organisations that had either a paid or unpaid manager or coordinator of volunteers were more likely to have undertaken recruitment compared to all organisations with volunteers. Similarly organisations that were active volunteer recruiters were also more likely to use formal contracts or agreements with their volunteers, have formal volunteer training and recognition programs and had experience with employee/corporate volunteering compared to all organisations with volunteers.

Almost two-fifths (39%) of the nonprofit organisations in the study had at least one partnership with a business organisation. The majority of partnerships were between one and five years duration with a sizeable minority (20%) indicating their partnerships were ongoing. The findings continue to suggest the predominance of 'philanthropic' as opposed to 'transactive' or 'integrative' styles of community-business partnerships, as they primarily consist of financial or product contributions from business with only less than one-quarter of partnerships having an employee volunteering component.

Over one-quarter (29%) of nonprofit organisations in the study operated a commercial venture or social enterprise. In the overwhelming majority of cases (87%) the venture was an extension of services that organisations provide as part of their primary purpose and mission.

## Factors influencing the pattern of resource mobilisation

While more definitive conclusions require multivariate analysis of the data some of the key factors that appear to influence resource mobilisation behaviour among the nonprofit organisations in the study include:

*Organisational size:* The likelihood of nonprofit organisations undertaking fundraising, volunteer recruitment, partnerships or commercial ventures increases with size. This is especially the case for partnerships and commercial ventures. Furthermore, smaller organisations are less likely to engage in multiple resource mobilisation activities (e.g. fundraising, volunteer recruitment and partnerships) compared to larger organisations.

Size not only plays a role in terms of the likelihood of an organisation undertaking fundraising but the number of different types of fundraising activities it undertakes. Smaller organisations, for instance, are more likely to rely on fundraising revenue from gaming and less likely to rely on revenue from bequests/major gifts and events compared to larger organisations. Larger organisations are more likely to fundraise via bequests/major gifts, marketing, events and personal solicitation. Smaller organisations also tend to utilise fewer types of fundraising practices compared to larger organisations.

Organisational size also influences the number of partnerships that nonprofit organisations have with business, with larger organisations more likely to be more active than smaller organisations in terms of the number of business partners.

*Industry:* The nature of the data does not allow firm conclusions to be drawn with respect to the influence of industry on resource mobilisation. Nevertheless, the findings do suggest that organisations in some industries, for example community services and health, are more likely to undertake certain types of resource mobilisation activities such as partnerships compared to organisations in other industries.

*Primary purpose:* Nonprofit organisations whose primary purpose is public rather than member serving are more likely to have undertaken volunteer recruitment, have partnerships with business, fundraise and operate a commercial venture compared to member serving organisations.

*Geographic location:* Nonprofit organisations based in capital cities are more likely to undertake fundraising, volunteer recruitment and have partnerships compared to those in large regional centres. Organisations from rural and remote areas appear to be most likely to undertake fundraising and volunteer recruitment but least likely to have partnerships with business and operate commercial ventures.

*Age:* Older nonprofit organisations are more likely to undertake fundraising, volunteer recruitment and operate a commercial venture compared to organisations that were established in the last 15 years.

*Geographical scope of operations:* Nonprofit organisations that are international in scope are much more likely to fundraise, recruit volunteers, have partnerships with business but less likely to operate commercial ventures. Organisations that are national in scope are most likely to have a partnership with business compared to all other organisations. In contrast, organisations that are local in scope are least likely to have a partnership with a business organisation.

## Support used in resource mobilisation

The study found that nonprofit organisations draw upon a wide range of resources, support and assistance in generating resources via fundraising, volunteers, partnerships and commercial ventures. Some types of resources and support appear to be used to a greater extent across all or most types of resource mobilisation activities. This was especially the case for:

- volunteers, including those that serve on their Boards or Management Committees
- paid internal staff
- advice from the Board or a particular Board member
- information and support from nonprofit support organisations.

Other types of resources and supports that appeared to be relatively highly used included:

- the services of a paid or unpaid manager or coordinator of volunteers
- radio advertisements for volunteer recruitment
- gaining information from books and manuals
- gaining information from the Internet
- attending courses and training seminars on relevant topics
- using an external consultant
- seeking the advice of another CEO.

Organisations generally indicated that they found these types of support and assistance to be very useful. This was especially the case for paid internal staff and volunteers, including those that serve on their Boards and Management Committees. The degree of usefulness of different types of support and assistance varied according to the type of resource mobilisation activity.

## The lack of resource mobilisation

Not all of the nonprofit organisations in the study were involved in either fundraising, volunteer recruitment, partnerships or commercial ventures. Some of the reasons for this were similar across all four types of resource mobilisation activities. For instance between one-quarter and one-half of the nonprofit organisations indicated they did not undertake a particular resource mobilisation activity because they had no need to raise extra revenue or volunteers, form a partnership with business or operate a commercial venture.

Another significant reason why organisations did not undertake one or more of the activities was a lack of financial and human resources. This was particularly the case for fundraising, volunteer recruitment and partnerships. Also suggestive that there is still a lack of knowledge about how to form partnerships with business among nonprofit organisations, one-third of those organisations that did not have a partnership with a business organisation stated that they would like to engage in a partnership but were not sure how to go about it.

The findings also indicate that the reasons nonprofit organisations do not engage in resource mobilisation activities are generally not due to a lack of support for the concepts of partnerships or commercial ventures or because their Boards are risk averse. Overall the findings suggest that nonprofit organisations require additional resources to undertake resource mobilisation activities.

## Improving organisational capacity

Finally, the study examined the factors that nonprofit organisations believe would most improve their internal capacity to undertake resource mobilisation activities in the future. The study found that responses varied according to whether or not the organisation actually undertook the particular resource mobilisation activity. Nonprofit organisations that had undertaken one or more of the four resource mobilisation activities indicated that a key factor that would increase their capacity in the future was having increased financial resources. Having greater human resources such as paid staff and fundraising volunteers were also seen as important factors that would improve their organisational capacity.

Financial factors were also seen as relatively important in increasing organisational capacity for nonprofit organisations that had *not* undertaken one or more of the four resource mobilisation activities a slightly different pattern emerged. These organisations were more likely to indicate human resources as well as 'knowledge' factors, such as having a greater understanding of how to undertake some of the resource mobilisation activities, as being important to improving their organisational capacity in the future.

In other words, those organisations that are already undertaking resource mobilisation activities have in the main jumped the 'knowledge' hurdle and need more financial

resources to continue to increase their capacity. They have taken the plunge into the deep end of resource mobilisation and are in the main floating if not swimming.

For those organisations that are not undertaking resource mobilisation activities, greater financial resources would certainly be desirable but they still need to gain greater knowledge and expertise of how to undertake particular activities. Many are standing at the water's edge waiting to understand the currents that lie beneath the surface of resource mobilisation before they take the plunge.

# 1 Introduction

This report examines the methods used by Australian nonprofit organisations to mobilise resources from individuals and business. It focuses on the efforts made by nonprofit organisations themselves or the demand side. It is part of a larger study, *Giving Australia*, funded by the Australian Government Department of Families, Community Services and Indigenous Affairs. Other components of the *Giving Australia* project focus on the supply side:

- ▶ a survey of giving money and time from a sample of the adult population
- ▶ a survey of corporate giving from a sample of businesses
- ▶ focus groups and in-depth interviews across a range of businesses, nonprofit organisations and individual donors.

There are various approaches to resource mobilisation within the nonprofit sector. Some large charities, for instance, utilise a wide range of sophisticated fundraising techniques such as telemarketing. In contrast, many small local nonprofit organisations survive on the proceeds from an annual fundraising event such as a fete, concert or fun-run. Indeed, many nonprofit organisations do not seek to raise any funds from the public but obtain their resources from other means including fees from their members, the sale of goods or services, and government grants and contracts. Some nonprofit organisations that organise popular sports do very well from the sale of television rights and sponsorship. In general it can be said that the variety of methods used to mobilise resources varies greatly according to the size of the organisation and the kind of services it provides.

Surveys of the nonprofit sector as a whole suggest that nonprofit organisations draw relatively little support from the general public and business. In 1999–2000, the Australian Bureau of Statistics (2002) estimated that of the nonprofit sector's revenue of \$33.5 billion only \$3.35 billion (or 10%) came from business and the public. Although this is an underestimate as it excludes business support by way of sponsorship and partnerships (which are counted as sales revenue), even when revenue from these forms of support are included the amount increases to \$4.05 billion (12%). This figure also excludes the significant support provided to nonprofit organisations by volunteers. Using the ABS valuation of volunteering in 2000 and applying this to the financial data increases nonprofit 'income' to \$42.4 billion with support from the public and business increasing to \$12.9 billion (30%).

Even these latter estimates do not tell the full story as they exclude resources generated by nonprofit organisations that operate commercial ventures that have little or no relation to their main purpose or mission (e.g. Opportunity shops) but generate profits to support that mission.

As far as we are aware there has been only one earlier study of the methods used by nonprofit organisations in Australia to mobilise resources (Lyons 1995). Commissioned by the Fundraising Institute – Australia (FIA) in 1994 the study examined the different approaches to fundraising and their respective costs among members of the FIA (Lyons 1995). The study drew upon a limited range of nonprofit organisations that also included some government owned entities and only examined methods conventionally described as 'fundraising'. Nonetheless it demonstrated that within the generic practice of fundraising exists a wide variety of types and methods of resource mobilisation.

The present study has a wider scope and seeks to capture the experience and practice among a broader set of nonprofit organisations. It examines four major approaches to resource mobilisation within the nonprofit sector:

- Fundraising – encompassing the wide range of practices captured by this term including telephone appeals, special events, bequests, raffles and opportunity shops.
- Community Business Partnerships – a form of resource mobilisation that has become increasingly popular with many nonprofit organisations especially among those in community services.
- Commercial ventures (including social enterprises<sup>1</sup>) – also increasing in popularity are cases of nonprofit organisations operating a somewhat independent business venture that may or may not be related to their primary purpose that is intended to generate profits to support their primary mission.
- Volunteering – the use of unpaid labour and skills freely given by members of the public and increasingly employees for a wide range of tasks and activities within nonprofit organisations.

Section 2 of the report discusses the methodology used for the study while Section 3 provides a profile of the nonprofit organisations that responded to the survey. Section 4 presents the key findings according to:

- the key factors that seem to influence the pattern of resource mobilisation
- the types of support and advice that nonprofit organisations utilise in mobilising resources from the general public and business
- the reasons that some nonprofit organisations do not undertake resource mobilisation activities
- the factors that the nonprofit organisations believed would most improve their organisational capacity to engage more extensively in mobilising resources via fundraising, volunteer recruitment, partnerships and commercial ventures.

A better understanding of the type of support and expertise utilised by nonprofit organisations seeking to mobilise resources should enable governments to develop more enabling policies in this area. Section 5 provides a summary of the key findings.

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<sup>1</sup> While there is no one accepted definition of a social enterprise, generally they are commercial enterprises that incorporate explicit social aims together with financial sustainability as part of their production process.

## 2. Methodology

Data for this report are drawn from a survey of nonprofit organisations across Australia. In the absence of an available population of nonprofit organisations from which to sample the approach involved constructing two main data sets drawn from across the major industries in which nonprofit organisations are found:

- Fundraising Institute – Australia (FIA) data set:* A data set comprising 552 nonprofit member organisations of the FIA. These organisations are likely to be larger nonprofit organisations that utilise a number of resource mobilisation methods. Because some of these are government organisations a question was included to enable them to be separated from the main sample for the analysis presented in this report.
- State-based fundraising registers:* A data set of 987 nonprofit organisations randomly sampled at one in four (using a random numbers table) from the six State Government Registers of charities. There were a total of 3,992 nonprofit organisations listed in the six registers at the time of the study.<sup>2</sup> Any organisations that were already included in the FIA data set were identified and removed.

In addition to the above two data sets the survey was hosted on the Australian Council of Social Service (ACOSS) web site with links to the survey distributed through several peak bodies across the nonprofit sector representing organisations in different industries.

The data sets used do not therefore comprise a representative sample of the nonprofit sector in Australia. While it is not possible to generalise to the entire population of nonprofit organisations these data sets were nevertheless sufficiently robust to meet the objectives of the project (ABS 2002).

The survey was designed by the two authors of this report and went through several stages of refinement. Feedback was received from the *Giving Australia* advisory group and by the Australian Government's Statistical Clearing House.<sup>3</sup> A draft survey was piloted (via email) with a sample of 49 nonprofit organisations that regularly take part in ACOSS's annual survey of the community sector. A response rate of 45% was achieved for the pilot. Overall the pilot responses were positive and only led to minor changes to the survey instrument. The average time taken to complete the pilot survey was 18 minutes, with completion times varying from a low of 5 minutes to a maximum of 30 minutes.

The survey comprised three main sections (see Appendix). The first section asked questions about the key characteristics of the organisations (e.g. industry, size, geographic location, organisational and legal status). The second section asked a series of questions about fundraising activities, partnerships with business, operation of commercial ventures and social enterprises and volunteering. The final section invited respondents to make any other comments or suggestions in terms of improving the resources and capacity of the nonprofit sector.

<sup>2</sup> The numbers of organisations listed in the six databases from which the sample was drawn were: NSW (2,255); Queensland (632); Victoria (489); Western Australia (406); South Australia (170); Tasmania (40).

<sup>3</sup> It is an Australian Government requirement that all surveys conducted by or for government agencies are approved by the Statistical Clearing House ([www.sch.abs.gov.au](http://www.sch.abs.gov.au)).

The survey was distributed electronically at the end of May 2005. A letter with a link to the web based survey was mailed to organisations on the State Government Registers of charities data set where reliable emails for an appropriate contact person could not be determined. Two reminders were sent to all respondents (one via mail and one via email). Those without a reliable email address were sent a letter with the web link to the survey as well as a hard copy of the survey and a reply paid envelope.

Given the open invitation to the survey via the ACOSS website (which elicited 163 survey responses) providing an overall response rate for the survey is not appropriate. The response rate for the State Government Registers of charities database was 26%. This is likely to be an underestimate as some of the organisations that responded to the survey via the ACOSS website would have been from organisations where a reliable email address for an appropriate contact person was not available and thus were sent a letter inviting them to complete the survey via the link on the ACOSS website. The response rate for the FIA database was 17%<sup>4</sup> giving an overall response rate for the two databases with known samples of 23% (see Table 1).

A total of 510 surveys were returned and useable responses were received from 503 nonprofit organisations. Organisations that indicated that they were owned or controlled by Federal, State or Local government (n=22) were excluded for the analysis in this report leaving a final number of 481 respondents.

**Table 1** Survey response rates

	DATA SET (N)	RESPONSES RECEIVED (N)	RESPONSE RATE (%)
FIA	552	95	17
State-based registers	987	252	26
Web hosting	n/a	163	n/a
Total	1539	510	23

The main limitation of this study is that the survey population *does not* comprise a stratified sample of nonprofit organisations drawn from the population of nonprofit organisations in Australia. In particular the sample is biased towards nonprofit organisations that engage in fundraising. No attempt is made therefore to derive estimates of overall resource mobilisation among the nonprofit sector in Australia.

<sup>4</sup> A likely reason for the lower response rate for the FIA database is that FIA members had recently been involved in an extensive online membership survey possibly creating greater 'survey fatigue' among the group sampled.

### 3. Profile of the nonprofit organisations in the study

#### 3.1. Industry

Table 2 shows the industry distribution of the nonprofit organisations that responded to the survey. Organisations from two industry groups – community services and health – made up over half (54%) of all respondents. The remainder were fairly evenly distributed among eight broad industry categories.

**Table 2** Respondent nonprofit organisations by industry

INDUSTRY	N	%
Community services	184	38
Health	79	16
Service club	43	9
Education	38	8
Arts/culture	27	6
Interest group/advocacy	27	6
Sport/recreation	27	6
International aid/development	17	3
Environment/animal welfare	16	3
Other	13	3
Religious group	10	2
Total	481	100

#### 3.2. Size

The majority of respondent organisations (52%) were small in terms of the number of paid employees and one-fifth (19%) did not employ any employees at all. In total almost three-quarters of respondent organisations had fewer than twenty employees.

**Table 3** Respondent nonprofit organisations by number of employees

NUMBER OF PAID EMPLOYEES	N	%
None	91	19
1 – 19	242	52
20 – 99	74	16
100 or more	60	13
Total	467	100

The picture is somewhat different in terms of unpaid labour with the overwhelming majority (98%) of respondent organisations having volunteers. Just over two-fifths had less than 20 volunteers with the remainder evenly divided between those that had between 20 and 100 volunteers (29%) and more than 100 (27%).

**Table 4** Respondent nonprofit organisations by number of volunteers

NUMBER OF VOLUNTEERS	N	%
None	9	2
1 – 19	198	42
20 – 99	138	29
100 or more	128	27
Total	473	100

In terms of revenue just over one-quarter of respondent organisations had relatively modest revenue generating less than \$100,000 in the 2003-04 financial year. Over one-third (36%) of respondent organisations generated between \$100,000 and \$1 million, one-quarter between \$1 to 10 million and just over one-tenth (12%) generating more than \$10 million.

**Table 5** Respondent nonprofit organisations by revenue

REVENUE	N	%
< \$100,000	119	26
\$100,000 - \$1 million	163	36
\$1 – 10 million	118	26
> \$10 million	55	12
Total	455	100

Government was the most important source of revenue for respondent organisations – for one-third of respondents more than half of their total revenue came from Federal, State or Local government. Fundraising (including bequests) comprised more than half of total revenue for just less than one-quarter (23%) of organisations and the sale of goods and/or services that were part of the organisation’s mission and purpose comprised more than half of total revenue for just over one-tenth (11%) of organisations that responded.

### 3.3. Geographical location

Most of the respondent organisations were located in NSW (34%), followed by Victoria (23%) and Queensland (14%).

**Table 6** Respondent nonprofit organisations by State & Territory

STATE/TERRITORY	N	%
NSW	165	34
VIC	111	23
QLD	66	14
WA	49	10
SA	41	8
TAS	24	5
ACT	23	5
NT	1	0.2
Total	480	100

Three-quarters of all respondent organisations were located in a capital city with most of the remaining quarter located in either large regional centres (15%) or rural areas (10%) (Table 7).

**Table 7** Respondent nonprofit organisations by geographical location

LOCATION	N	%
Capital city	348	74
Large regional centre	69	15
Rural	51	10
Remote	5	1
Total	473	100

### 3.4. Age

Apart from a small number of organisations (4%) that were established more than one hundred years ago and 6% that were established in the last five years, the remainder were evenly distributed in terms of their age (Table 8).

**Table 8** Respondent nonprofit organisations by age

YEAR ESTABLISHED	N	%
Before 1900	18	4
1900 – 1949	75	16
1950 – 1969	83	18
1970 – 1979	73	15
1980 – 1989	102	22
1990 – 1999	88	19
After 2000	26	6
Total	465	100

### 3.5. Organisational status

Table 9 suggests that the majority of organisations (61%) were single-site organisations – either State wide or local. Ten per cent of respondent organisations were international with most of these being the national office and just under one-fifth (16%) of respondent organisations were national in scope.

**Table 9** Respondent nonprofit organisations by level of organisation

ORGANISATIONAL LEVEL	N	%
National office of international organisation	24	5
National office of national organisation	44	9
State office of an international organisation	13	3
State office of a national organisation	22	5
Local branch of an international organisation	12	2
Local branch of a national organisation	12	2
Local branch of a State organisation	27	6
State organisation	149	31
Local organisation	143	30
Other	30	6
Total	476	100

The majority (n = 268, 56%) of respondent organisations were members of a larger network or group that provides guidance and support (e.g. a peak body or trade or sporting association). Most respondent organisations (62%) had a primary purpose to serve the public (nonprofit organisations primarily established to provide services for people that are not their members) rather than member serving (established primarily to serve the interests of their members e.g. sporting and cultural associations).

**Table 10** Respondent nonprofit organisations by primary purpose

PURPOSE	N	%
Public serving	297	62
Member serving	179	38
Total	476	100

### 3.6. Legal status

Almost all respondent organisations were incorporated. Consistent with the State-based focus of the organisations noted in Table 9 the majority (55%) were incorporated as associations under State-based legislation with most other respondents (28%) incorporated as a company limited by guarantee.

**Table 11** Respondent nonprofit organisations by legal status

LEGAL STATUS	N	%
Incorporated as a company limited by guarantee	132	28
Incorporated as association under State legislation	259	55
Incorporated as an Aboriginal association	4	0.8
Incorporated as a cooperative	11	2
Incorporated by a separate Act of Parliament	12	2
Legal identity linked with church/religious body	15	3
Unincorporated association	18	4
Other	19	4
Total	470	100

Finally, most respondent organisations (n=360, 80%) were registered as Income Tax Exempt Charities (ITEC) with the Australian Taxation Office (ATO), with 341 (73%) also having Deductible Gift Recipient (DGR) status.

## 4. Findings

This section of the report outlines the main findings from the survey under four main areas:

- to what extent do nonprofit organisations mobilise resources via fundraising, partnerships, commercial ventures and volunteers
- what types of resources and support do nonprofit organisations use to assist them when undertaking these activities and how useful do they find them
- what are the reasons that nonprofit organisations do not undertake resource mobilisation activities such as fundraising, partnerships, commercial ventures and volunteer recruitment
- what factors would improve the organisational capacity and ability of nonprofit organisations to undertake resource mobilisation activities.

### 4.1. Patterns of resource mobilisation

Overall the survey findings suggest that the nonprofit organisations that responded to the survey are active in a wide range of resource mobilisation activities. In the 2003-04 financial year:

- most nonprofit organisations (80%) were active in terms of fundraising
- almost three-quarters (72%) had attempted to recruit volunteers
- almost two-fifths (39%) had at least one partnership with a business organisation
- over one-quarter (29%) operated a commercial venture or social enterprise.

**Table 12** Type of resource mobilisation activity undertaken by size

<b>SIZE (NO. OF EMPLOYEES)</b>	<b>FUNDRAISING (%)</b>	<b>VOLUNTEER RECRUITMENT (%)</b>	<b>PARTNERSHIPS (%)</b>	<b>COMMERCIAL VENTURE (%)</b>
No paid staff	79	64	18	20
1 – 19	76	69	36	26
20 – 99	84	86	56	34
100 or more	93	83	66	53
Total	80	72	39	29

The influence of organisational size on resource mobilisation is shown in Tables 12 and 13, with the likelihood of organisations undertaking fundraising, volunteer recruitment, partnerships or commercial ventures increasing with size. This is especially the case for partnerships and commercial ventures. In the case of partnerships, for example, organisations with 100 or more employees are almost two times more likely to have partnerships compared to all organisations and almost four times more likely to have partnerships compared to organisations with no paid staff.

**Table 13** Number of resource mobilisation activities undertaken by size

SIZE (NO. EMPLOYEES)	NUMBER OF ACTIVITIES UNDERTAKEN				TOTAL (%)
	ONE (%)	TWO (%)	THREE (%)	FOUR (%)	
No paid staff	34	41	20	5	100
1-19	26	35	34	5	100
20-99	8	26	48	17	100
100 or more	17	17	38	27	100
Total	24	32	34	10	100

Table 13 also suggests that smaller organisations are less likely to engage in multiple resource mobilisation activities (e.g. fundraising, volunteer recruitment and partnerships) compared to larger organisations. While one-tenth of all organisations engaged in all four resource mobilisation activities, only 5% of organisations with no paid staff engaged in all four activities compared to over one-quarter (27%) of large organisations (those that employed more than one hundred staff).

As noted in the introduction another key variable likely to influence resource mobilisation within the nonprofit sector is the nature of the activities (or industry) that the organisation is in. The results in Table 14 need to be interpreted with caution as cell sizes for many industry groups were too small to provide reliable estimates.

**Table 14** Type of resource mobilisation by industry

INDUSTRY	FUNDRAISING (%)	VOLUNTEER RECRUITMENT (%)	PARTNERSHIPS (%)	COMMERCIAL VENTURE (%)
Community services	78	78	43	29
Health	87	78	51	26
Service club	85	63	10	25
Education	83	61	36	41
Arts/culture*	69	54	39	44
Interest group/advocacy*	70	56	42	27
Sport/recreation*	58	64	19	13
International aid/development**	94	88	47	13
Environment/animal welfare**	100	83	46	8
Religious group**	90	88	33	50
Service clubs	85	10	10	25
Other**	85	69	50	50
Total	80	72	39	29

Note:

\* Industry categories with less than 30 respondents

\*\* Industry categories with less than 20 respondents

Keeping in mind the above limitation, the results suggest that organisations in some industries are more likely to undertake certain types of resource mobilisation activities compared to others. Organisations in health, international aid and environment/animal welfare for instance seem more likely to undertake fundraising, volunteer recruitment and partnerships compared to the overall average but are slightly less likely to have commercial ventures.

Although not reported here an analysis comparing resource mobilisation between three industry groups: community services, health and all others combined was also conducted to test for industry effects to overcome the problem of small cell sizes. This did not suggest any major differences in resource mobilisation behaviour among the three groups compared.

Table 15 suggests that those organisations whose primary purpose is public rather than member serving are more likely to have undertaken volunteer recruitment and have partnerships with business and slightly more likely to fundraise and operate a commercial venture compared to member serving organisations.

**Table 15** Type of resource mobilisation by primary purpose

PRIMARY PURPOSE	FUNDRAISING (%)	VOLUNTEER RECRUITMENT (%)	PARTNERSHIPS (%)	COMMERCIAL VENTURE (%)
Public serving	81	80	44	30
Member serving	79	59	31	26
Total	80	72	39	29

Table 16 suggests that those organisations based in capital cities are more likely to undertake fundraising, volunteer recruitment and have partnerships compared to those in large regional centres. Organisations from rural and remote areas appear to be most likely to undertake fundraising and volunteer recruitment but least likely to have partnerships with business and operate commercial ventures.

**Table 16** Type of resource mobilisation by geographic location

GEOGRAPHIC LOCATION	FUNDRAISING (%)	VOLUNTEER RECRUITMENT (%)	PARTNERSHIPS (%)	COMMERCIAL VENTURE (%)
Capital city	81	74	43	28
Large regional centre	75	61	31	31
Rural/remote area	83	77	25	27
Total	80	72	39	29

Table 17 shows the pattern of resource mobilisation according to the age of the organisations. It suggests that older organisations are more likely to undertake fundraising, volunteer recruitment and operate a commercial venture compared to organisations that were established in the last 15 years. The most striking difference appears to be that younger organisations are much less likely to operate a commercial venture (14%) compared to older organisations.

**Table 17** Type of resource mobilisation by organisational age

YEAR ORGANISATION ESTABLISHED	FUNDRAISING (%)	VOLUNTEER RECRUITMENT (%)	PARTNERSHIPS (%)	COMMERCIAL VENTURE (%)
Pre 1949	90	75	37	33
1950 – 89	79	75	40	35
Post 1990	78	69	39	14
Total	80	72	39	29

Table 18 groups resource mobilisation practices according to the geographical scope of the organisations. Organisations that are international in scope were much more likely to fundraise (96% compared to 80% for all organisations), recruit volunteers (78% compared to 72%), have partnerships with business (43% compared to 39%) but less likely to operate commercial ventures (19% compared to 29%).

Organisations that are national in scope appeared to be close to the pattern for all organisations with the exception that they were most likely to have a partnership with business compared to all other organisations (47% compared to 39%). In contrast, organisations that are local in scope were least likely to have a partnership with a business.

**Table 18** Type of resource mobilisation by geographical scope of the organisation

LEVEL OF ORGANISATION	FUNDRAISING (%)	VOLUNTEER RECRUITMENT (%)	PARTNERSHIPS (%)	COMMERCIAL VENTURE (%)
International	96	78	43	19
National	77	74	47	29
State	80	70	42	30
Local	75	70	28	27
Total	80	72	39	29

### Fundraising

As noted four-fifths (n = 367, 80%) of those organisations that responded to the survey undertook fundraising activities in the 2003-04 financial year. Of the wide range of fundraising practices available to nonprofit organisations Table 19 highlights the importance of bequests and major gifts and marketing although events and personal solicitation were used by at least half of all those that conducted fundraising.

**Table 19** Type of fundraising practices used

TYPE OF FUNDRAISING PRACTICE	N	%
Bequests/major gifts	257	73
Marketing	245	69
Events	209	59
Personal solicitation	176	50
Gaming	175	49
Other	56	16

Respondents were also asked to indicate the single fundraising activity that was most significant for them in terms of generating revenue. Table 20 suggests that the four key types of fundraising activities in terms of revenue generation include special events, direct mail, bequests, and foundation grants.

**Table 20** Most significant source of fundraising revenue

TYPE OF FUNDRAISING PRACTICE	N	%
<b>Bequests/major gifts</b>		
Bequests	24	9
Foundation grants	22	8
Pledge/planned giving	17	6
Major gifts	16	6
Corporate sponsorship	15	5
Corporate gifts	8	3
Private sponsorship	5	2
<b>Marketing</b>		
Direct mail	27	10
Membership fees	17	6
Telemarketing	6	2
Email appeals	1	0.4
Web giving	0	0
<b>Events</b>		
Special events	44	16
Gala events	15	5
Personal solicitation		
Sale of goods – Op shops	15	5
Face to face	5	2
Street collections	4	1
Workplace giving	3	1
Door knock	1	0.4
<b>Gaming</b>		
Raffles	12	4
Bingo	1	0.4
Auction of goods	1	0.4
Art unions	0	0
<b>Other</b>		
Other	19	7
Total	278	100

Organisational size not only plays a role in terms of the likelihood of an organisation undertaking fundraising but in terms of how many different types of fundraising activities nonprofit organisations undertake. Table 21 suggests that smaller organisations are more likely to rely on fundraising revenue from gaming and less likely to rely on revenue from bequests/major gifts and events compared to larger organisations. With the exception of gaming, larger organisations are more likely to fundraise via bequests/major gifts, marketing, events and personal solicitation.

**Table 21** Type of fundraising practices used by size

SIZE (NO. OF EMPLOYEES)	TYPE OF FUNDRAISING PRACTICE					
	BEQUESTS/ MAJOR GIFT (%)	MARKETING (%)	EVENTS (%)	PERSONAL SOLICITATION (%)	GAMING (%)	OTHER (%)
No paid staff	41	69	51	49	60	19
1-19	73	65	56	42	43	16
20-99	89	68	63	53	47	14
100 or more	93	83	74	72	57	13
Total	73	69	59	50	49	16

Furthermore, Table 22 highlights that smaller organisations tend to utilise fewer types of fundraising practices compared to larger organisations. One-fifth of organisations with no paid staff for instance undertook only one type of fundraising practice whereas this was the case for only 6% of large organisations. In contrast there were no, or very few, small organisations that undertook all six types of fundraising practices compared to 7% of large organisations.

**Table 22** Number of fundraising practices used by size

SIZE (NO. OF EMPLOYEES)	NUMBER OF FUNDRAISING PRACTICES UNDERTAKEN						TOTAL (%)
	ONE (%)	TWO (%)	THREE (%)	FOUR (%)	FIVE (%)	SIX (%)	
No paid staff	20	17	27	23	13	0	100
1-19	20	17	27	21	13	2	100
20-99	12	10	35	16	25	2	100
100 or more	6	9	17	30	31	7	100
Total	16	15	27	22	18	2	100

Finally, the survey also asked respondents about their awareness of a range of tax incentives that were recently introduced to support fundraising activity. Table 23 suggests that the majority of respondents were aware of tax incentives relating to workplace giving and prescription of private charitable funds as deductible gift recipients (DGR). Fewer respondents, albeit around one-third, were aware of the other incentives relating to tax deductibility and capital gains tax exemptions.

**Table 23** Awareness of tax incentives introduced to support fundraising

TYPE OF TAX INCENTIVE	N	%
Employees able to receive pre-tax benefit for regular donations through their pay (workplace giving)	205	56
Prescription of private charitable funds as DGR	182	50
Tax deductibility for gifts of property valued at more than \$5,000	120	33
Spreading of income tax deductions for donations of property (>\$5,000) & donations through the Cultural Gifts Program	113	31
Capital gains tax exemption on bequests of property & gifts through Cultural Gifts program	109	30

### Volunteer recruitment

While almost all organisations (98%) made use of volunteers (see Table 4) the number that had attempted to recruit volunteers in the 2003-04 financial year was somewhat lower with almost three-quarters (n=307, 72%) undertaking volunteer recruitment.

Table 12 shows that the likelihood that organisations engage in volunteer recruitment increases with organisational size.

Table 24 shows the percentage of respondents with a range of volunteer related practices for those that indicated that they recruited volunteers in the 2003-04 financial year (72%) and for all organisations with volunteers (98%) irrespective of whether they actively recruited volunteers in 2003-04.

**Table 24** Presence of volunteer related practices by active recruitment

<b>VOLUNTEER RELATED PROGRAM</b>	<b>UNDERTOOK RECRUITMENT (%)</b>	<b>ALL ORGANISATIONS WITH VOLUNTEERS (%)</b>
Paid manager/coordinator of volunteers	49	39
Unpaid manager/coordinator of volunteers	45	36
Volunteer contracts/agreements	53	45
Formal training program	53	44
Formal recognition program	62	54
Employee volunteering	35	28
Total	72	98

It suggests that those organisations that had either a paid or unpaid manager or coordinator of volunteers were more likely to have undertaken recruitment compared to all organisations with volunteers. Similarly organisations that were active volunteer recruiters were also more likely to use formal contracts or agreements with their volunteers, have formal volunteer training and recognition programs and had experience with employee/corporate volunteering compared to all organisations with volunteers.

### Community Business Partnerships

Of the nonprofit organisations that responded to the survey 173 (or 39%) had a partnership with one or more business organisation. The majority of partnerships were between one and five years duration (Table 25) with one-fifth indicating their partnerships were ongoing.

**Table 25** Duration of community business partnerships

<b>LENGTH OF PARTNERSHIP (YEARS)</b>	<b>%</b>
1 – 2	28
3 – 5	34
6 – 9	6
10 years or more	12
Ongoing	20
Total	100

It was noted previously (Table 12) that the likelihood that organisations had a partnership increased with size – only 18% of organisations with no paid staff had a partnership with business compared to two-thirds of organisations with over 100 employees. Table 26 shows that organisational size also influences the number of partnerships that respondents had with business, with larger organisations more likely to be more active than smaller organisations in terms of the number of business partners (Edwards & Onyx 2003).

**Table 26** Number of partnerships with business by size

SIZE (NO. OF EMPLOYEES)	NUMBER OF PARTNERSHIPS			TOTAL (%)
	1-5 (%)	6-10 (%)	>10 (%)	
No paid staff	93	0	7	100
1-19	76	12	12	100
20-99	61	14	25	100
100 or more	54	23	23	100
Total	70	13	17	100

Finally, respondents were asked to indicate the key elements of their most significant partnership. Table 27 suggests that partnerships primarily consist of financial or product contributions from business with only less than one-quarter of partnerships having an employee volunteering component. The predominance of ‘philanthropic’ styles as opposed to ‘transactive’ or ‘integrative’ styles of community-business partnerships (see Austin 2000) is consistent with previous studies of corporate community involvement in Australia (Zappalà & Cronin 2003).

**Table 27** Key elements of most significant partnership

KEY ELEMENT OF PARTNERSHIP	N	%
Cash or property contributions	110	64
Product or service contributions	89	51
Employee volunteering	37	21
Cause Related Marketing	29	17
Employee secondments	8	5
Other	14	8

### Commercial Ventures/Social Enterprise

Just over one-quarter (29%) of the nonprofit organisations that responded to the survey operated a commercial venture or social enterprise. As was noted previously, the likelihood of organisations operating a commercial venture increased with their size and age, being public serving, being from a large regional centre and State based. Table 14 also indicates that organisations in arts/culture, education and religious groups were more likely to operate a commercial venture compared to organisations in other industries. For the overwhelming majority of organisations (87%) the venture was an extension of services they provide as part of their primary purpose and mission.

## 4.2. Support used in mobilising resources

This section examines the range of resources and supports that nonprofit organisations used in undertaking the four main types of activities (fundraising, volunteer recruitment, partnerships and commercial ventures). Table 28 shows the percentage of organisations that used a particular type of resource/support for each of the four activities.

**Table 28** Type of resources/support used by nonprofit organisations

TYPE OF RESOURCE/ SUPPORT	FUNDRAISING (%)	VOLUNTEER RECRUITMENT (%)	PARTNERSHIP (%)	COMMERCIAL VENTURE (%)
Paid internal staff	59	64	89	89
Volunteers	74	66	43	70
Board/Management Committee volunteers	n/a	n/a	71	75
Services of an external consultant	23	7	26	35
Advice from another CEO	21	10	23	22
Advice from Board &/or Board member	58	40	55	61
Volunteer mentors from business	n/a	n/a	n/a	27
Paid manager of volunteers	n/a	55	n/a	n/a
Unpaid manager of volunteers	n/a	41	n/a	n/a
Staff from a business organisation	n/a	25	n/a	n/a
Books/manuals	32	23	20	n/a
Internet	29	36	16	n/a
Courses/seminars	32	21	27	35
Nonprofit support organisation	45	45	22	26
Services from government agency	n/a	14	18	36
Services of a financial institution	n/a	n/a	n/a	28
Newspaper advertisement	n/a	36	n/a	n/a
Radio advertisement	n/a	16	n/a	n/a
Web site	n/a	53	n/a	n/a
Other	32	37	17	7

Note: n/a indicates the question did not contain that response option

Nonprofit organisations draw upon a wide range of resources and supports to assist them generate resources via fundraising, volunteers, partnerships and commercial ventures. Some types of resources and support appear to be used to a greater extent across all or most types of resource mobilisation activities. This was especially the case for:

- ▶ volunteers, including those that serve on their Boards or Management Committees
- ▶ paid internal staff
- ▶ advice from the Board or a particular Board member
- ▶ information and support from nonprofit support organisations.

Other types of resources and supports that appeared to be relatively highly used included:

- ▶ the services of a paid or unpaid manager or coordinator of volunteers
- ▶ radio advertisements for volunteer recruitment
- ▶ gaining information from books and manuals
- ▶ gaining information from the Internet
- ▶ attending courses and training seminars on relevant topics
- ▶ using an external consultant
- ▶ seeking the advice of another CEO
- ▶ networking with peers in the case of fundraising (from the 'Other' category)
- ▶ newsletter advertisements and 'word of mouth' for volunteer recruitment (from the 'Other' category).

In addition to resources and support that organisations may use or rely on in their activities the survey asked respondents to report on their usefulness. Respondents were given a choice of indicating whether they thought the resource/support they used was 'very useful', 'fairly useful', 'made little difference', 'was of 'not much use' and 'no use at all'. Table 29 summarises the percentage of respondents that found the particular resource/support to be 'very useful'. Once again, some types of resources and support appear to have high levels of usefulness across all or most types of resource mobilisation activities. This was especially the case for paid internal staff and volunteers, including those that serve on their Boards and Management Committees.

In addition to these, and looking within each type of resource mobilisation activity, the majority (54%) of organisations that used the services of an external consultant for fundraising found it to be very useful.

Almost three-quarters of organisations that used a paid manager of volunteers to assist with their volunteer recruitment reported them as being very useful compared to 56% for an unpaid manager of volunteers. Organisations found newsletter advertisements and 'word of mouth' as also being very useful in recruiting volunteers.

Support and assistance that organisations with partnerships also indicated as being very useful included the services of an external consultant (39%); advice from the Board or Board members (37%); and information from books and manuals (35%).

Other support resources that were reported as being very useful in operating a commercial venture included volunteer mentors from business, advice from another CEO and services of a financial institution.

**Table 29** Percentage of respondents reporting resources/support used as ‘very useful’

TYPE OF RESOURCE/ SUPPORT	FUNDRAISING (%)	VOLUNTEER RECRUITMENT (%)	PARTNERSHIP (%)	COMMERCIAL VENTURE (%)
Paid internal staff	85	57	83	91
Volunteers	65	54	53	69
Board/Management Committee volunteers	n/a	n/a	55	62
Services of an external consultant	54	36	39	38
Advice from another CEO	29	26	33	56
Advice from Board &/or Board member	35	29	37	42
Volunteer mentors from business	n/a	n/a	n/a	64
Paid manager of volunteers	n/a	74	n/a	n/a
Unpaid manager of volunteers	n/a	56	n/a	n/a
Staff from a business organisation	n/a	39	n/a	n/a
Books/manuals	21	26	35	n/a
Internet	27	28	31	n/a
Courses/seminars	27	22	29	37
Nonprofit support organisation	33	47	26	30
Services from government agency	n/a	33	26	39
Services of a financial institution	n/a	n/a	n/a	52
Newspaper advertisement	n/a	28	n/a	n/a
Radio advertisement	n/a	37	n/a	n/a
Web site	n/a	21	n/a	n/a
Other	86	54	78	100

Note: n/a indicates the question did not contain that response option

#### 4.3. The lack of resource mobilisation among nonprofit organisations

Not all organisations that responded to the survey were involved in either fundraising, volunteer recruitment, partnerships or commercial ventures. Table 30 summarises the reasons that organisations did not undertake one or more of these four activities.

**Table 30** Reasons organisations did not undertake resource mobilisation activities

REASON FOR NOT UNDERTAKING RESOURCE MOBILISATION ACTIVITY	FUNDRAISING (%)	VOLUNTEER RECRUITMENT (%)	PARTNERSHIP (%)	COMMERCIAL VENTURE (%)
No need	31	50	23	27
Did not have financial resources to undertake activity	42	21	n/a	n/a
Did not have staff/volunteer resources to undertake activity	21	33	n/a	n/a
Did not have financial or human resources	n/a	n/a	39	22
No fundraising team	51	n/a	n/a	n/a
No capacity to train/supervise volunteers	n/a	30	n/a	n/a
Did not support the concept	n/a	n/a	10	7
Board thought it too risky	4	3	3	12
Not sure how to go about it	10	2	32	13
Have tried but unsuccessful	n/a	n/a	13	6
Not appropriate	n/a	38	n/a	n/a
Other	18	16	15	5

Note: n/a indicates the question did not contain that response option

Some of the reasons were similar across all four types of activities. For instance between one-quarter and one-half of respondents indicated they did not undertake resource mobilisation activities because they either:

- had no need to raise extra revenue (31% of those that did not fundraise)
- had no need for extra volunteers (50% of those that did not engage in any volunteer recruitment)
- had no need for a partnership with business (23% of those that did not have a partnership with a business organisation)
- had no need for a commercial venture (27% of those that did not operate a commercial venture).

Another significant reason why organisations did not undertake one or more of the activities appears to be a lack of financial and human resources. This was particularly the case for fundraising, volunteer recruitment and partnerships. Also suggestive that there is still a lack of knowledge about how to form partnerships with business among nonprofit organisations, one-third of those organisations that did not have a partnership with a business organisations stated that they would like to engage in a partnership but were not sure how to go about it.

The responses also indicate that the reasons nonprofit organisations do not engage in resource mobilisation activities are generally not due to a lack of support for the concepts of partnerships or commercial ventures or because their Boards are risk averse. Overall the responses suggest that nonprofit organisations require additional resources to undertake resource mobilisation activities.

#### 4.4. Opportunities and barriers in resource mobilisation

Finally, all respondents were asked to indicate three factors they thought would most improve their organisational capacity to undertake each of the four types of resource mobilisation activities. Table 31 summarises the results according to whether the organisation actually undertook the particular resource mobilisation activity. It also groups the factors under five key areas: financial, human resources, knowledge, organisational and policy.

Turning to those organisations that did undertake one or more of the four activities a key factor within each activity was having increased financial resources. Outside of increased financial resources there was somewhat greater variation in other factors according to the particular type of resource mobilisation activity.

Among those organisations that undertook fundraising for example, having greater human resources such as paid staff and fundraising volunteers closely followed financial resources as factors that would improve organisational capacity.

Having greater human resources was also seen as important among those organisations that undertook volunteer recruitment together with having a better understanding of the issues involved in volunteer recruitment. Having a partnership with a business organisation was also seen as a factor that would improve their organisation's capacity to recruit volunteers in the future by one-quarter of respondents.

Among those organisations that had a partnership with a business organisation two factors other than greater financial resources that were seen as most improving organisational capacity to enter into a partnership included:

- ▶ greater awareness of their organisation's activities among the business community (49%)
- ▶ being able to offer volunteering opportunities to a business partner's employees (27%).

In addition to greater financial and human resources and expertise, growing the size of their organisation was seen as an important factor in improving their capacity to operate a commercial venture.

**Table 31** Improving the organisational capacity to undertake resource mobilisation

FACTORS THAT WOULD MOST IMPROVE ORGANISATIONAL CAPACITY	FUNDRAISING		VOLUNTEER RECRUITMENT		PARTNERSHIP		COMMERCIAL VENTURE	
	YES	NO	YES	NO	YES	NO	YES	NO
	<b>Financial</b>							
More financial resources	46	31	52	35	47	30	58	26
Human resources								
Internal expertise	n/a	n/a	n/a	n/a	30	21	31	18
Ability to employ internal staff	40	42	33	21	20	14	32	18
More 'specialist' volunteers	44	33	10	7	n/a	n/a	n/a	n/a
Ability to use external consultants	19	15	6	6	6	7	16	9
<b>Knowledge</b>								
Having a better understanding	29	35	26	18	25	33	18	20
Attend more training courses/ seminars	13	4	13	6	9	8	n/a	n/a
<b>Organisational</b>								
Offer volunteer opportunities	n/a	n/a	n/a	n/a	27	16	n/a	n/a
Increased awareness of our organisation	n/a	n/a	n/a	n/a	49	44	n/a	n/a
Increased size	n/a	n/a	n/a	n/a	19	19	27	14
Expand operations geographically	n/a	n/a	n/a	n/a	17	6	n/a	n/a
Business support	n/a	n/a	n/a	n/a	n/a	n/a	24	17
Gaining DGR status	10	12	n/a	n/a	n/a	n/a	n/a	n/a
Engage in a partnership	n/a	n/a	25	15	n/a	n/a	n/a	n/a
<b>Policy</b>								
Standardised/better regulatory framework	14	11	13	4	n/a	n/a	n/a	4
Government support	n/a	n/a	n/a	n/a	19	22	24	n/a
Other	8	10	11	14	3	7	3	14

Note: n/a indicates the question did not contain that response option

Turning to organisations that did *not* undertake one or more of the four resource mobilisation activities a slightly different pattern emerges. Financial factors were seen as relatively important in increasing organisational capacity only in the case of volunteer recruitment and commercial ventures. Other important factors included increased human resources as well as having a better understanding of the issues involved in volunteer recruitment and operating a commercial venture.

With respect to fundraising the three main factors seen as improving organisational capacity to fundraise in the future were:

- the ability to employ internal fundraising staff (42%)
- having a better understanding of best practice fundraising (35%)
- the ability to have more fundraising volunteers (33%).

With respect to partnerships the three main factors seen as improving organisational capacity to enter into a partnership with a business organisation were:

- ▶ greater awareness of the organisation's activities among the business community (44%)
- ▶ having a better understanding of how community-business partnerships work generally (33%)
- ▶ greater financial resources (30%).

One message that emerges from the pattern in Table 31 is that those organisations that are already undertaking resource mobilisation activities have in the main jumped the 'knowledge' hurdle and need more financial resources to continue to increase their capacity. They have taken the plunge into the deep end of resource mobilisation and are in the main floating if not swimming.

For those organisations that are not undertaking resource mobilisation activities, greater financial resources would certainly be desirable but they still need to gain greater knowledge and expertise of how to undertake particular activities. To continue the analogy many are standing at the water's edge waiting to understand the currents that lie beneath the surface of resource mobilisation before they take the plunge.

## 5. Summary and conclusion

This report examined the methods used by almost 500 Australian nonprofit organisations to mobilise resources from individuals and business. In particular, it looked at the:

- ▶ extent to which nonprofit organisations mobilise resources via fundraising, partnerships, commercial ventures and volunteer recruitment
- ▶ types of resources and support that nonprofit organisations use to assist them when undertaking these activities and how useful they find them
- ▶ reasons that nonprofit organisations do not undertake activities such as fundraising, partnerships, commercial ventures and volunteer recruitment
- ▶ factors that would improve the organisational capacity and ability of nonprofit organisations to undertake such activities.

While the data sets used do not allow the findings to be generalised to the entire population of nonprofit organisations in Australia they nevertheless provide useful insights into the type of support and expertise utilised by those nonprofit organisations that seek to mobilise resources and can thus inform the development of government policy in this area.

### The pattern of resource mobilisation

Overall, the findings suggest that the nonprofit organisations that responded to the survey are active in a wide range of resource mobilisation activities. In the 2003-04 financial year most nonprofit organisations (80%) were active in terms of fundraising. Of the wide range of fundraising practices available to nonprofit organisations, bequests and major gifts, marketing, events and personal solicitation are the most extensive. The key types of fundraising activities in terms of revenue generation include special events, direct mail, bequests and grants from Foundations.

The majority of nonprofit organisations in the study were aware of tax incentives relating to workplace giving and prescription of private charitable funds as deductible gift recipients (DGR). Fewer respondents were aware of the other incentives relating to tax deductibility and capital gains tax exemptions.

Almost three-quarters (72%) of the nonprofit organisations in the study had attempted to recruit volunteers in the 2003-04 financial year. Nonprofit organisations that had either a paid or unpaid manager or coordinator of volunteers were more likely to have undertaken recruitment compared to all organisations with volunteers. Organisations that were active volunteer recruiters were also more likely to use formal contracts or agreements with their volunteers, have formal volunteer training and recognition programs and have experience with employee/corporate volunteering compared to all organisations with volunteers.

Almost two-fifths (39%) of the nonprofit organisations in the study had at least one partnership with a business organisation. The majority of partnerships were between one and five years duration with a sizeable minority (20%) indicating their partnerships were ongoing. The findings continue to suggest the predominance of 'philanthropic' as opposed to 'transactive' or 'integrative' styles of community-business partnerships, as they primarily consist of financial or product contributions from business with less than one-quarter of partnerships having an employee volunteering component.

Over one-quarter (29%) of nonprofit organisations in the study operated a commercial venture or social enterprise. In the overwhelming majority of cases (87%) the venture was an extension of services that organisations provide as part of their primary purpose and mission.

## Factors influencing the pattern of resource mobilisation

What factors influence the pattern of resource mobilisation? While more definitive conclusions require multivariate analysis of the data some of the key factors that appear to influence resource mobilisation behaviour among the nonprofit organisations in the study include:

*Organisational size:* The likelihood of nonprofit organisations undertaking fundraising, volunteer recruitment, partnerships or commercial ventures increases with size. This is especially the case for partnerships and commercial ventures. Furthermore, smaller organisations are less likely to engage in multiple resource mobilisation activities (e.g. fundraising, volunteer recruitment and partnerships) compared to larger organisations.

Size not only plays a role in terms of the likelihood of an organisation undertaking fundraising but the number of different types of fundraising activities it undertakes. Smaller organisations, for instance, are more likely to rely on fundraising revenue from gaming and less likely to rely on revenue from bequests/major gifts and events compared to larger organisations. Larger organisations are more likely to fundraise via bequests/major gifts, marketing, events and personal solicitation. Smaller organisations also tend to utilise fewer types of fundraising practices compared to larger organisations.

Organisational size also influences the number of partnerships that nonprofit organisations have with business, with larger organisations more likely to be more active than smaller organisations in terms of the number of business partners.

*Industry:* The nature of the data does not allow firm conclusions to be drawn with respect to the influence of industry on resource mobilisation. Nevertheless, the findings do suggest that organisations in some industries, for example community services and health, are more likely to undertake certain types of resource mobilisation activities such as partnerships compared to organisations in other industries.

*Primary purpose:* Nonprofit organisations whose primary purpose is public rather than member serving are more likely to have undertaken volunteer recruitment, have partnerships with business, fundraise and operate a commercial venture compared to member serving organisations.

*Geographic location:* Nonprofit organisations based in capital cities are more likely to undertake fundraising, volunteer recruitment and have partnerships compared to those in large regional centres. Organisations from rural and remote areas appear to be most likely to undertake fundraising and volunteer recruitment but least likely to have partnerships with business and operate commercial ventures.

*Age:* Older nonprofit organisations are more likely to undertake fundraising, volunteer recruitment and operate a commercial venture compared to organisations that were established in the last 15 years.

*Geographical scope of operations:* Nonprofit organisations that are international in scope are much more likely to fundraise, recruit volunteers, have partnerships with business but less likely to operate commercial ventures. Organisations that are national in scope

are most likely to have a partnership with business compared to all other organisations. In contrast, organisations that are local in scope are least likely to have a partnership with a business organisation.

## Support used in resource mobilisation

The study found that nonprofit organisations draw upon a wide range of resources, support and assistance in generating resources via fundraising, volunteers, partnerships and commercial ventures. Some types of resources and support appear to be used to a greater extent across all or most types of resource mobilisation activities. This was especially the case for:

- volunteers, including those that serve on their Boards or Management Committees
- paid internal staff
- advice from the Board or a particular Board member
- information and support from nonprofit support organisations.

Organisations generally indicated that they found these types of support and assistance to be very useful. The degree of usefulness of different types of support and assistance varied according to the type of resource mobilisation activity.

## The lack of resource mobilisation

Not all of the nonprofit organisations in the study were involved in either fundraising, volunteer recruitment, partnerships or commercial ventures. Some of the reasons for this were similar across all four types of resource mobilisation activities. For instance between one-quarter and one-half of the nonprofit organisations indicated they did not undertake a particular resource mobilisation activity because they had no need to raise extra revenue or volunteers, form a partnership with business or operate a commercial venture.

Another significant reason why organisations did not undertake one or more of the activities was a lack of financial and human resources. This was particularly the case for fundraising, volunteer recruitment and partnerships. Also suggestive that there is still a lack of knowledge about how to form partnerships with business among nonprofit organisations, one-third of those organisations that did not have a partnership with a business organisation stated that they would like to engage in a partnership but were not sure how to go about it.

The findings also indicate that the reasons nonprofit organisations do not engage in resource mobilisation activities are generally not due to a lack of support for the concepts of partnerships or commercial ventures or because their Boards are risk averse. Overall the findings suggest that nonprofit organisations require additional resources to undertake resource mobilisation activities.

## Improving organisational capacity

Finally, the study examined the factors that nonprofit organisations believe would most improve their internal capacity to undertake resource mobilisation activities in the future. The study found that responses varied according to whether or not the

organisation actually undertook the particular resource mobilisation activity. Nonprofit organisations that had undertaken one or more of the four resource mobilisation activities indicated that a key factor that would increase their capacity in the future was having increased financial resources. Having greater human resources such as paid staff and fundraising volunteers were also seen as important factors that would improve their organisational capacity.

While financial factors were also seen as relatively important in increasing organisational capacity for nonprofit organisations that had *not* undertaken one or more of the four resource mobilisation activities a slightly different pattern emerged. These organisations were more likely to indicate that human resources as well as ‘knowledge’ factors, such as having a greater understanding of how to undertake some of the resource mobilisation activities, as being important to improving their organisational capacity in the future.

In other words, those organisations that are already undertaking resource mobilisation activities have in the main jumped the ‘knowledge’ hurdle and need more financial resources to continue to increase their capacity. While greater financial resources would certainly be desirable for those organisations that are not undertaking resource mobilisation activities, they still need to gain greater knowledge and expertise of how to undertake particular activities, such as forming partnerships with business, irrespective of their financial resource base.

## 6. References

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Edwards, M & Onyx, J (2003) 'Business and nonprofit relationships in Australia: promiscuous or monogamous?', *Third Sector Review*, 9(1), pp.99-119.

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Zappalà, G & Cronin, C (2003) 'The contours of corporate community involvement in Australia's top companies', *Journal of Corporate Citizenship*, 12, pp.59-73.

## 7. Appendix: Survey



Australian Government Statistical  
Clearing House  
Approval Number 01586 -- 01

### Strengthening Nonprofit Organisations

This survey asks about some of the resources that most nonprofits rely on to carry out their important work. In particular, it focuses on your organisation's experience with aspects of fundraising and development activities, community business partnerships, commercial ventures and volunteers. **The questions refer to the 2003-04 financial year and therefore do not relate to your experiences with the recent tsunami appeals.** While not all questions may seem to apply to your size or type of organisation your contribution is still valuable so please answer as best fits your case. You may also wish to consult someone else in your organisation for some of the information required.

The survey should take you about 20 minutes to complete. You may find it easier and quicker to complete this online at <http://www.acoss.org.au/nonprofitsurvey>

The survey is part of a wider study – *Giving Australia* funded by the Prime Minister's Community Business Partnership within the Department of Family, Community Services and Indigenous Affairs that examines why and how Australians give their time or money. The research is being conducted by the Fundraising Institute – Australia (FIA), Australian Council of Social Service (ACOSS), Centre for Australian Community Organisations and Management (CACOM) at the University of Technology, Sydney, Centre of Philanthropy and Nonprofit Studies (CPNS) at the Queensland University of Technology, Orfeus Research, Roy Morgan Research and McNair Ingenuity Research.

Your participation in this study is voluntary and all information you provide will be kept confidential. Your name or that of your organisation is not required and will not be identified in any research publications. If you would like to be advised of the results of this survey, please provide contact details on the separate page at the end of the survey which will be removed from the rest of the questionnaire as soon as it is returned.

If you have any questions about this survey you can call or email Phil O'Donoghue, Deputy Director, ACOSS on (02) 9310 4844 or [phil@acoss.org.au](mailto:phil@acoss.org.au).

Further information on *Giving Australia* is available at [www.acoss.org.au/givingaustralia](http://www.acoss.org.au/givingaustralia) or [www.partnerships.gov.au/philanthropy/philanthropy\\_research.shtml](http://www.partnerships.gov.au/philanthropy/philanthropy_research.shtml)

Thank you very much for participating in this important study that will assist future policy and reform initiatives in the nonprofit sector.

*This survey is only for private nonprofit entities or government entities that engage in fund raising such as government or public hospitals, museums, art galleries or childcare centres.*

*If you are a **for-profit** organisation please **do not** complete the survey.*

## Section 1 – About your organisation

Please answer all questions for the level of organisation relevant to you. For example, if you have received this survey as the President of a local cricket club, answer all the questions as they relate to your local club even though the club may be part of district, state and national bodies.

**1. Looking at the list below, which one description best describes your organisation's *primary* purpose? (Please tick only ONE box)**

- Animal welfare/rights
- Arts/culture (eg drama society, community radio, museums, botanical gardens)
- Community development
- Community legal centre
- Community or welfare services (eg meals on wheels, after school care, youth centre)
- Community/adult education
- Emergency assistance (eg Fire fighting, surf lifesaving)
- Employment and training
- Health research
- Other research
- Hobby/recreation club
- Hospital
- Other Health services
- International aid/development
- Looking after community facilities (eg recreation area, community hall)
- Parent association
- Protecting/regenerating the environment
- Religious group or society
- Representing the interests of business, trade, or other professionals
- Representing other interests (eg residents, pensioners)
- Returned services association (eg RSL sub-branch)
- School
- Service club (eg Rotary, Lions, Zonta)
- Sporting club
- Other (please describe)

**2. Is your organisation's primary purpose to (tick ONE only)**

- Serve its members and supporters
- Serve the public

**3. In which State/Territory is your organisation located (i.e. although your organisation may operate in several States please answer for the organisational level where you work/volunteer)**

- ACT
- Northern Territory
- NSW
- Queensland
- South Australia
- Tasmania
- Victoria
- Western Australia

**4. Is your organisation located in a**

- Capital city
- Large regional centre
- Rural area
- Remote area

**5. In what year was your organisation established?**

\_\_\_\_\_

**6. Is your organisation a member of a larger network, or a representative body providing guidance and support? (eg a trade or sporting association, peak body, religious denomination)**

- Yes
- No

**7. What category best describes the level of the organisation where you work or volunteer? (tick ONE only)**

- National office of an international organisation
- National office of a national organisation
- State branch/office of an international organisation
- State branch/office of a national organisation
- Local branch/office of an international organisation
- Local branch/office of a national organisation
- Local branch/office of a State organisation
- State organisation
- Local organisation
- Other (please specify)
- \_\_\_\_\_

**8. Is your organisation owned or controlled by Federal, State or Local government?**

- Yes
- No

**9. What is the legal status of your organisation?**

- Incorporated as a company limited by guarantee
- Incorporated as an association under State legislation
- Incorporated as an Aboriginal association
- Incorporated as a cooperative
- Incorporated by a separate Act of Parliament
- Legal identity is linked with a church or religious body
- Unincorporated association
- Other (please specify)
- \_\_\_\_\_

**10. Has the ATO given your organisation status as:**

10a. *Deductible Gift Recipient (DGR) (ie. people/firms who donate to your organisation can deduct the donation from their taxable income)*

- Yes
- No

10b. *Income Tax Exempt Charity (ITEC)*

- Yes
- No

**11. Does your organisation employ paid staff?**

- Yes (Go to Q12)
- No (Go to Q13)

**12. Number of paid staff (full time equivalent) employed? (e.g. 2 half time staff would be 1 FTE staff)**

- 1 – 19
- 20 – 99
- More than 100

**13. Including people on your Management Committee/Board and active members how many volunteers does your organisation have at present?**

- None
- 1 – 19
- 20 – 99
- More than 100

**14. What was your organisation's total revenue in the 2003-04 financial year?**

- Less than \$50,000
- \$50,000 – \$100,000
- \$100,000 – \$500,000
- \$500,000 – \$1 mil
- \$1 mil – \$5 mil
- \$5 mil - \$10 mil
- Over \$10 mil

**15. Please indicate the approximate percentage of your organisation's total revenue from each of the following sources for the 2003-04 financial year?**

Source of revenue	Percentage of total revenue 2003-04 (%)
Sale of goods and/or services as part of your organisation's mission and purpose	_____
Fundraising (including bequests)	_____
Membership fees	_____
Commercial venture/operation (unrelated to primary mission and purpose)	_____
Government (Federal, State & Local)	_____
Business (e.g. cash and in-kind contributions)	_____
Grants from Foundations/Trusts	_____
Interest on investments/dividends/rent	_____
Other (please specify)	_____
<b>Total</b>	<b>100</b>

## Section 2 – Resources

The questions in this section refer to the fundraising, partnership, commercial ventures and volunteering activities that your organisation may draw upon to carry out its work. Please answer all questions in turn as they relate to the level of the organisation where you work.

### Fundraising

16. Did your organisation undertake any fundraising activities in the 2003-04 financial year?

- Yes (go to Q 17)  
 No (go to Q 19)

17. Please indicate the types of fundraising practices your organisation engaged in (tick all that apply) and the type of fundraising practice that was the *MOST significant* as a source of fundraising revenue (tick ONE only)

Type of fundraising practices		(a) Used in the 2003-04 financial year (tick <u>ALL</u> that apply)	(b) The most significant as a source of fundraising revenue (tick <u>ONE</u> only)
<i>Bequests/Major Gifts</i>	Bequests	<input type="checkbox"/>	<input type="checkbox"/>
	Major gifts	<input type="checkbox"/>	<input type="checkbox"/>
	Foundation grants	<input type="checkbox"/>	<input type="checkbox"/>
	Pledge/planned giving	<input type="checkbox"/>	<input type="checkbox"/>
	Corporate gifts	<input type="checkbox"/>	<input type="checkbox"/>
	Corporate sponsorship	<input type="checkbox"/>	<input type="checkbox"/>
	Private sponsorship	<input type="checkbox"/>	<input type="checkbox"/>
<i>Personal Solicitation</i>	Door knock	<input type="checkbox"/>	<input type="checkbox"/>
	Face to Face	<input type="checkbox"/>	<input type="checkbox"/>
	Sale of goods – op shops	<input type="checkbox"/>	<input type="checkbox"/>
	Street collections	<input type="checkbox"/>	<input type="checkbox"/>
	Workplace giving	<input type="checkbox"/>	<input type="checkbox"/>
<i>Gaming</i>	Art unions	<input type="checkbox"/>	<input type="checkbox"/>
	Raffles	<input type="checkbox"/>	<input type="checkbox"/>
	Bingo	<input type="checkbox"/>	<input type="checkbox"/>
	Auction of goods	<input type="checkbox"/>	<input type="checkbox"/>
<i>Marketing</i>	Membership Fees	<input type="checkbox"/>	<input type="checkbox"/>
	Direct mail	<input type="checkbox"/>	<input type="checkbox"/>
	Telemarketing	<input type="checkbox"/>	<input type="checkbox"/>
	Web giving	<input type="checkbox"/>	<input type="checkbox"/>
	Email appeals	<input type="checkbox"/>	<input type="checkbox"/>
<i>Events</i>	Gala events	<input type="checkbox"/>	<input type="checkbox"/>
	Special events (eg fetes, fun runs)	<input type="checkbox"/>	<input type="checkbox"/>
<i>Other</i>	Please specify _____	<input type="checkbox"/>	<input type="checkbox"/>

**18. Thinking about your most significant type of fundraising (as a source of revenue) what resources did your organisation use in undertaking the activity? (tick ALL that apply)  
Please also indicate how you rate the usefulness of these resources**

Fundraising resources	Did you use the resource?		Usefulness of the resource				
	Yes	No	Very useful	Fairly useful	Made little difference	Not much use	No use at all
Paid internal fundraising staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteer fundraisers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services of an external consultant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Books/manuals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fundraising resources from Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information received through course/seminar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advice from another CEO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advice from the board and/or board member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information received from a nonprofit support organisation (e.g. FIA)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Go to Q20**

**19. If your organisation did not undertake any fundraising activities in the 2003-04 financial year was this because (tick ALL that apply)**

- There was no need to raise extra revenue
- We did not have the financial resources to undertake fundraising
- We did not have the staff/volunteer resources to undertake fundraising
- We do not have a designated fundraising/development officer or team
- Our Board thought it was too risky
- We were not sure how to go about it
- Other (please specify)  
\_\_\_\_\_

**20. What do you think would most improve your organisation's capacity to fundraise in the future? (tick no more than THREE)**

- More money for us to devote to fundraising in general
- The ability to employ internal fundraising staff
- The ability to have more fundraising volunteers
- The ability to use external consultants
- Have a better understanding of best practice fundraising
- Attend more training courses and seminars on fundraising
- A standardized regulatory framework for fundraising
- Gaining DGR status
- Other (please specify)  
\_\_\_\_\_

**21. Since 1999 several changes to the income tax provisions were introduced to support fundraising activities. Please indicate which of these your organisation is aware of (tick ALL that apply)**

- Employees are able to receive a pre-tax benefit for regular donations through their pay (workplace giving)
- Private charitable funds (PPFs) may apply to be prescribed in Tax Regulations as deductible gift recipients enabling them to provide for substantial sums to be under investment for future distributions to other gift deductible organisations
- Tax deductibility for gifts of appreciated property valued at more than \$5,000 including environmental and heritage property donated to approved environmental organisations
- Deductions for donations of property valued at more than \$5,000 and donations through the Cultural Gifts Program may be spread over a period of up to 5 income years
- Capital gains tax exemption on bequests of property and on gifts through the Cultural Gifts Program

***Community Business Partnerships***

**22. Does your organisation have partnerships with one or more business organisations?**

- Yes (go to Q 23)
- No (go to Q 27)

**23. Please indicate the number of partnerships**

\_\_\_\_\_

**24. Thinking about the partnership you consider to be most significant, what are its key elements (tick ALL that apply)**

- Cash or property contributions
- Product or service contributions
- Employee volunteering
- Employee secondments
- Cause related marketing
- Other (please specify)

\_\_\_\_\_

**25. What is the term of the partnership?**

\_\_\_\_\_ years

**26. Thinking about your most significant partnership with business what resources does your organisation use in sustaining the partnership? (tick ALL that apply)  
Please also indicate how you rate the usefulness of these resources.**

Partnership resources	Did you use the resource?		Usefulness of resource				
	Yes	No	Very useful	Fairly useful	Made little difference	Not much use	No use at all
Internal paid staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board/Management Committee volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Books/manuals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partnership resources from Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information received through course/seminar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advice from another CEO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advice from the board and/or board member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services of an external consultant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information received from a nonprofit support organisation (e.g. Social Ventures Australia)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advice and support from government agencies (e.g. PMCBP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Go to Q28**

**27. If your organisation does not have a partnership with a business organisation is this because (tick ALL that apply)**

- We do not support the concept of partnering with business
- We have tried to form a partnership with business but have been unsuccessful
- We have no need for a partnership with business
- We do not have the financial or human resources to engage in partnerships
- Our Board thought that forming partnerships with business is too risky
- We would like to engage in a partnership but are not sure how to go about it
- Other (please specify)  
\_\_\_\_\_

**28. What do you think would most improve your organisation's capacity to enter into a partnership with a business organisation?  
(tick no more than THREE)**

- Being able to offer volunteering opportunities to a business partner's employees
- Internal expertise about partnership management
- The ability to employ specialist internal staff
- Greater financial and staffing resources generally
- Greater awareness of our organisation's activities among the business community
- Growing the size of our organisation
- Expanding our operations and services geographically (e.g. State-wide or national)
- The ability to use external consultants
- Having a better understanding of how community business partnerships work generally
- Attending more training courses and seminars on partnerships
- Receiving support from government in forming and sustaining partnerships
- Other (please specify)  
\_\_\_\_\_

***Commercial Ventures/Social Enterprise***

**29. Does your organisation operate a commercial venture/social enterprise?**

- Yes (go to Q30)
- No (go to Q32)

**30. Is this venture an extension of services provided as part of your organisation's primary purpose and mission?**

- Yes
- No

**31. Thinking about your most significant commercial venture/social enterprise what resources does your organisation use in sustaining this activity? (tick ALL that apply)  
Please also indicate how you rate the usefulness of these resources**

Commercial venture/social enterprise resources	Did you use the resource?		Usefulness of resource				
	Yes	No	Very useful	Fairly useful	Made little difference	Not much use	No use at all
Dedicated paid staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board/Management Committee volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteer mentors from business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information received through course/seminar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advice from another CEO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advice from the board and/or board member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services of an external consultant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services of a financial institution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information received from a nonprofit support organisation (e.g. Social Ventures Australia)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advice and support from government agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Go to Q33**

**32. If your organisation does not operate a commercial venture/social enterprise is this because (tick ALL that apply)**

- We do not support the concept of operating a commercial venture
- It is not appropriate for our organisation
- We have tried to operate a commercial venture but have been unsuccessful
- We have no need for a commercial venture
- We do not have the financial or human resources to operate a commercial venture
- Our Board thought that operating a commercial venture is too risky
- We would like to operate a commercial venture but are not sure how to go about it
- Other (please specify)  
\_\_\_\_\_

**33. What do you think would most improve your organisation's capacity to operate a commercial venture/social enterprise? (tick no more than THREE)**

- Internal commercial expertise
- Ability to employ own specialist staff
- Having a mentor/coach from business
- The ability to use external consultants/business advisors
- More financial and staffing resources
- Growing the size of our organisation
- Expanding our operations and services geographically (e.g. State-wide or national)
- Having a better understanding of how to run a commercial venture/social enterprise
- Support from government to form and sustain a commercial venture
- Support from business to form and sustain a commercial venture
- Not applicable
- Other (please specify)  
\_\_\_\_\_

**Volunteers**

**34. Does your organisation employ a paid manager or coordinator of volunteers?**

- Yes (go to Q36)
- No (go to Q35)

**35. Does your organisation have an unpaid manager or coordinator of volunteers?**

- Yes
- No

**36. Did your organisation attempt to recruit volunteers in the 2003-04 financial year?**

- Yes (go to Q37)
- No (go to Q38)

**37 What resources and/or methods did your organisation use in the recruitment process? (tick ALL that apply). Please also indicate how you rate the usefulness of these resources**

Volunteer recruitment resources	Did you use the resource?		Usefulness of resource				
	Yes	No	Very useful	Fairly useful	Made little difference	Not much use	No use at all
Paid manager or coordinator of volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unpaid manager/coordinator of volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other paid staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other volunteer staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff from a business organisation (e.g. for employee volunteering)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Books/manuals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteering resources from the Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information received through a course/seminar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advice from another CEO	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advice from the board and/or board member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services of an external consultant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services of a nonprofit volunteer support organisation or Centre (eg Volunteering Resource Centre)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services of a government agency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Newspaper advertisement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Radio advertisement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Web site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Go to Q39**

**38. If your organisation did not engage in any volunteer recruitment in the 2003-04 financial year was this because (tick ALL that apply)**

- We had no need for extra volunteers
- We do not have the financial resources to undertake recruitment
- We do not have the staff/volunteer resources to undertake recruitment
- We do not have the capacity to train or supervise volunteers
- Our Board thought it was too risky (eg insurance issues)
- We were not sure how to go about it
- Other (please specify)
- \_\_\_\_\_

**39. Does your organisation have contracts or agreements for volunteers?**

- Yes
- No

**40. Does your organisation have a formal training program for volunteers?**

- Yes
- No

**41. Does your organisation have a formal recognition program for volunteers? (eg. certificates, awards etc)**

- Yes
- No

**42. Has your organisation had experience with corporate or employee volunteering?**

- Yes (go to Q43)
- No (go to Q46)

**43. How was it initiated? (tick ALL that apply)**

- We were approached by a business organisation
- We approached a business organisation
- It is part of one or more of our partnerships with business
- Through an external consultant
- Through another not for profit organisation acting as a broker (eg. Volunteering Resource Centre)
- Other (please specify)
- \_\_\_\_\_

**44. Did your organisation need to make any changes in order to support the employee volunteering project/s?**

- Yes (go to Q45)
- No (go to Q46)

**45. Indicate what kind of changes were required (tick ALL that apply)**

- Needed to improve and/or purchase additional equipment and materials
- Needed to change our systems and programs
- Needed to utilise additional staff
- Needed to train existing staff
- Needed to change our staff structure
- Other (please specify)
- \_\_\_\_\_

**46. Do you think your organisation has the capacity to utilise employee volunteering?**

- Yes (go to Q48)
- No (go to Q47)

**47. Please indicate why not (tick ALL that apply)**

- Lack of appropriate staff to manage and/or support employee volunteers
  - Lack of appropriate infrastructure and technology
  - The financial cost involved
  - The amount of time employee volunteers can offer doesn't suit our organisation
  - The ad hoc nature of the time employee volunteers offer
  - Our programs/services are not appropriate for employee volunteering
  - Other
- \_\_\_\_\_

**48. What do you think would most improve your organisation's capacity to recruit volunteers in the future? (tick no more than THREE)**

- More money for us to devote to volunteer recruitment and training in general
  - The ability to employ an internal paid manager of volunteers
  - The ability to employ an internal unpaid manager of volunteers
  - The ability to use external consultants
  - Have a better understanding of the issues involved in volunteer recruitment
  - Attend more training courses and seminars on volunteering
  - A better regulatory framework for volunteering
  - Engage in a partnership with a business organisation
  - Other (please specify)
- \_\_\_\_\_

### Section 3 – Other issues

**49. Would you like to make any other comments or suggestions in terms of improving the resources (e.g. fundraising and development) and capacity of the nonprofit sector to carry out its primary purpose?**

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**Please provide an estimate of the time taken to complete this questionnaire (include any time spent collecting or obtaining the information).**

\_\_\_\_\_ minutes

**Please return the completed questionnaire by:**

**Post to** Giving Australia  
c/- ACOSS  
Locked Bag 4777  
Strawberry Hills NSW 2102

**Online:** [www.acoss.org.au/nonprofitsurvey](http://www.acoss.org.au/nonprofitsurvey)

**By Fax:** (02) 9310 4822

**By email:** [phil@acoss.org.au](mailto:phil@acoss.org.au)

**Please return on or before 15 July 2005**

**Thank you for your assistance**

**Contact Details (Optional)**

**If you would like to receive a free copy of a report from the survey please provide your contact details below.**

**Name:** \_\_\_\_\_

**Organisation:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**Post Code** \_\_\_\_\_

**Phone:** (    ) \_\_\_\_\_

**Email address:** \_\_\_\_\_