

# Stages of Developing a Planned Giving Strategy



**PROJECT**  
LONGHURST

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## EDUCATION & PLANNING

- Motivation & ethos
- Past giving – Who? When? How Much?
- Will giving be time? Money? Both?
- Define charitable mission
- Write the vision and guiding principles

### Also:

- More formalised education session can be developed (customised)
- Networking with peers (specifically for planning, possibly with a view to linking on a specific project)

## VEHICLE STRUCTURING

- New corporate giving programmes often establish a separate charitable giving bank account as the vehicle. This bank account helps with tracking.
- Established and larger corporate donors may consider setting up their own charitable foundation (to make grants) or a charitable trust vehicle.

### Other considerations:

- Evaluate CSR issues, set parameters and develop policy
- Evaluate all options for giving vehicle
- Evaluation checkpoint – does the vehicle reflect the mission and ethos
- Selection and establishment of the vehicle
- Asset management style “products” to facilitate donations (e.g. donor-advised funds)

## SELECTION

- Identifying causes, charities, other nonprofit organisations that match criteria
- Conduct due diligence on the prospective beneficiary organisation(s)
- Site Visits (for clarity and all large donations)
- Prepare written reports on the shortlist of beneficiaries (ideally, 2-5 organisations/projects).
- Risk assessment
- Final selection

### For foreign beneficiaries and/or political causes add:

- Review any Government links
- Technical, financial and societal risk assessment and due diligence (all foreign beneficiaries)
- Review impact of projects in light of wider governmental and aid agency development objectives (all ex-UK projects)

## IMPLEMENTATION

- Establish a direct link between the donor and the beneficiary organisation(s) for development of project plan including performance targets and measures. (Not always necessary for new relationships/early, more modest donations.)
- Work with the donor to develop a Communications Strategy, including a media plan for recognition and/or to raise awareness (or conversely, to eliminate publicity).
- Arrange for media training, if required
- Outline cash management of donation(s) – staged donations, when and paid where?
- Manage links to other entities (charities, NGOs, development agencies) working in the same area.
- Develop and implement communications strategy, which should incorporate any communications plan developed by the beneficiary organisation.

## MONITORING & EVALUATION

- Monitor (beneficiary) performance – measure the success of giving – regular (annual?) meeting with the beneficiary organisation for a progress/status report
- Large donations: Develop Balanced Scorecard or other preferred reporting mechanism
- Review any areas of outperformance for possible replication and any areas of underperformance for attention
- Media relations (announcement of results)
- Review and advise on current portfolio (of donations) relative to peers
- Networking with other donors (performance reviews and new project ideas)
- Guide the company in a periodic review of its mission to determine if it continues to correct or if it has evolved?

## IMPACT ASSESSMENT & EXIT

### Optional. Prepare to start a minimum of 12 months after Implementation

- Establish with the donor and the beneficiary organisation(s) the Impact Assessment criteria and the timetable: define the areas to be accessed (economic, social and/or environmental impacts) against costs and over what period(s)
- Complete the Impact Assessment template
- Conduct the Impact Assessment - review performance (of an organisation or project) in the wider context. What has been the (social) impact?
- Networking with other donors and comparing outcomes
- Media relations (announcement of results and impact)

### Exit Strategy:

- This should be considered from the outset. Donor relationships are often established in 3-year cycles. There should be no abrupt exit/curtailment except in the case of misconduct by the beneficiary.