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A practical guide

The Fundraising Readiness Report

What high-performing fundraising organisations are doing differently heading towards 2030.

8 / 10
Fundraising income performance

4 / 10
Charity-wide tech impact on income

4 / 10
Data team impact on income

Written by Keith Williams, COO at Funraisin

Based on insights from nonprofit directors and leaders across charities in the UK, EU, US, and ANZ.

2026 edition

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In this guide

This guide was built from honest conversations with the people running nonprofit income teams. Directors of fundraising, heads of digital, and data leaders shared where their organisations are performing well, where systems and structures are quietly slowing them down, and what they are focused on changing before 2030.

The Fundraising Readiness Report distils those findings into a clear view of what ‘good’ looks like across technology, data, collaboration, AI, digital skills, and supporter experience.

At the end of this guide, you’ll find a self-assessment. We’ve combined some of the most helpful metrics and created a five-pillar scorecard to help you assess your own operational health, and identify where to act first.

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CHAPTER 1

The state of fundraising right now

Where performance is strong, and where the gap is widening.

Fundraising teams are under pressure to do two things at once: deliver results now, and prepare for a future that looks very different from the last five years. Supporter expectations are moving faster than internal systems. AI is reshaping workflows before most organisations have governance in place. Payment behaviour keeps shifting. Teams are being asked to personalise journeys, prove impact faster, and move with more agility, often across siloed systems and overstretched departments.

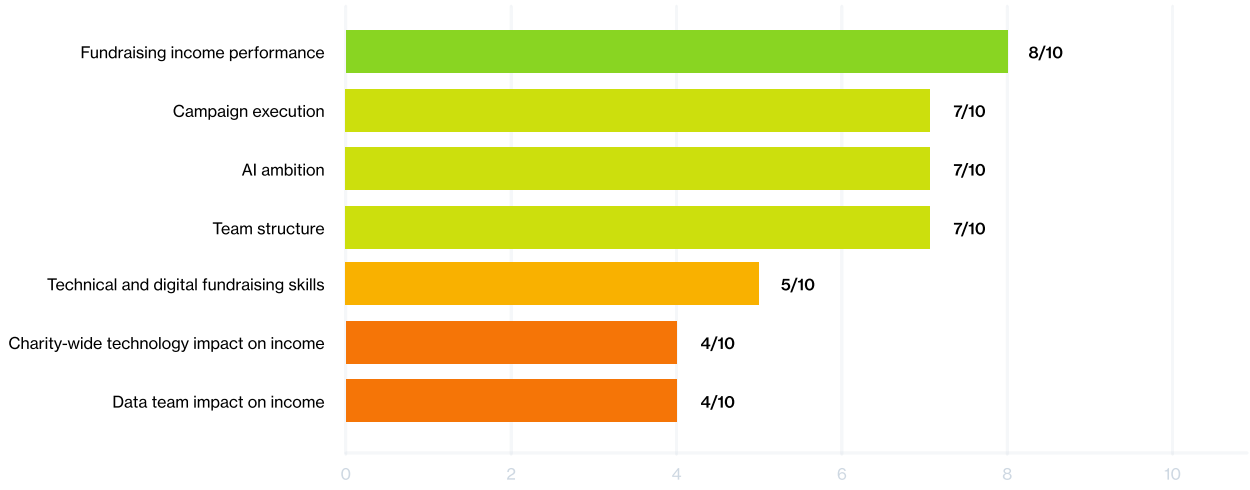
Meanwhile, fundraising performance itself remains strong.

In conversations with digital fundraising leaders, campaign specialists, and nonprofit marketers across the sector, one pattern kept surfacing. Organisations are ambitious, their teams are capable, **but the systems, structures, and alignment underneath fundraising are struggling to keep pace.**

That gap is where future growth will either accelerate, or stall.

The current reality, at a glance

Across the organisations we spoke to, fundraising performance is healthy. Beneath the surface, several structural tensions are slowing momentum.



Median self-reported scores across seven operational areas.

Income performance and campaign execution sit at the top. The systems and teams that support them sit several points lower.

Many organisations are still delivering strong fundraising outcomes despite fragmented systems, scattered data, siloed teams, and limited operational alignment. The challenge heading towards 2030 is sustainability. What happens when supporter expectations rise again? When acquisition costs climb further? When hyper-personalised supporter experiences become the baseline? When AI shifts from experimentation to operational expectation?

Strong campaigns alone will not solve structural friction.

CHAPTER 2

The friction nobody talks about enough

Why disconnected systems cost more than disconnected reports.

Most fundraising teams already know what a strong supporter experience looks like, but the harder part is operational execution.

One team owns acquisition. Another manages data. Digital sits elsewhere. Finance approvals take time. Campaign reporting arrives weeks later. A single supporter journey spans six systems and three departments.

Nobody designs fragmentation on purpose, it builds up gradually through growth, legacy systems, internal structures, competing priorities, and years spent solving immediate problems rather than redesigning the full supporter experience.

One fundraising leader put it simply: Data does not flow easily.

That sentence appeared again and again, in different forms. Manual uploads. Limited visibility. Slow reporting. Difficulty tracking supporter journey performance. Income streams operating in parallel rather than together.

None of these problems are new, they just become far more expensive when organisations try to scale.

The real cost of disconnected systems

Disconnected systems do more than slow reporting. They reshape what a fundraising team can actually do.

Disconnected systems lead to	Connected systems unlock
Slower decision-making	**Decisions made closer to real time**
Reduced campaign agility	**Faster test-and-learn cycles**
Inconsistent supporter experiences	**Connected supporter journeys**
Personalisation becomes harder	**Personalisation that scales**
Internal frustration grows	**Teams that work as one**
Growth eventually stalls	**Growth that compounds**

Over time, fragmentation limits growth. The teams that work through it earliest are the ones that find headroom for everything else.

One of the most underestimated costs of disconnected systems is what it does to team capacity. Every hour spent manually uploading data, reformatting reports, or chasing approvals is an hour not spent building donor relationships.

The more your team is consumed by administrative workarounds, the less bandwidth they have for the work that actually drives income.

Technology should be expanding what your team can do—not quietly absorbing the time they have.

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CHAPTER 3

What good looks like

The five traits that define organisations growing sustainably.

The organisations set to grow sustainably over the next decade tend to share four characteristics:

- [x] Technology supports the mission, not just transactions
- [x] Good quality data is integrated into every department, including fundraising
- [x] Collaboration between teams is present at every stage of a campaign
- [x] Clarity around AI use cases, workflows, and rollouts matches AI ambition
- [x] Digital skills are core leadership skills

None of these are new ideas. The shift is treating them as operating principles, rather than aspirations. Over the next chapter, we will unpack these traits and dive in to how other organisations have ranked themselves.

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CHAPTER 4

The shifts ahead

The changes that fundraising leaders have identified, how donor expectations are adapting, and how to get ahead.

Technology should support the mission, not just transactions

Many organisations rated the impact of technology on their fundraising income at just 4 out of 10. Not because platforms lacked features, but because systems often fail to work together in meaningful ways.

The strongest organisations treat technology as part of supporter strategy, rather than campaign infrastructure alone.

That means:

- [x] Campaign experiences connect cleanly with CRM and finance systems
- [x] Reporting becomes visible faster
- [x] Teams can test and optimise journeys without operational bottlenecks
- [x] Supporter experiences stay consistent across channels
- [x] Data flows between teams instead of staying trapped in systems

Technology should reduce friction, not add to it.

One organisation described their future-state vision clearly:

> 99 *Data would be connected and used to maximise all aspects of the supporter experience.*
>
> HEAD OF DIGITAL, INTERNATIONAL NGO

The shift is better alignment between systems, people, and fundraising objectives, rather than simply more tools.

Practical actions organisations are taking

- [ ] Review and remove platforms that no longer support strategic goals
- [ ] Refresh supporter journeys end-to-end, rather than fixing isolated touchpoints
- [ ] Build alignment between fundraising, data, marketing, and finance teams
- [ ] Test AI-supported supporter journeys within a single campaign before scaling adoption

Why data teams need a shared mission with fundraising

One of the clearest findings was the gap between fundraising ambition and data team capacity.

Self-reported impact of data teams on fundraising income.

Fundraisers consistently value their data teams. But many described the same operational barriers:

- Reporting lag
- Manual processes
- Limited shared understanding of campaign purpose and outcomes
- Limited integration between systems
- Slow turnaround due to process and resource constraints
- Lack of live insight
- Not enough capacity for predictive analysis or audience intelligence to support dynamic content and dynamic asks

That gap creates tension. Fundraising teams need agility. Data teams need governance, structure, and sustainable workflows.

Organisations that navigate this well tend to set a shared data mission early. Not just technical requirements, but shared organisational outcomes.

For example:

- [x] Which supporter insights matter most?
- [x] Which decisions need real-time visibility?
- [x] Which campaign metrics should every team understand?
- [x] Where are manual processes slowing delivery?
- [x] Which supporter behaviours should trigger action automatically?

Data stops being seen as a service desk and becomes part of strategic fundraising growth.

Collaboration is now a growth strategy

Fundraising organisations often talk about supporter journeys, but fewer talk about internal journeys.

What happens before a campaign launches? Who gets involved early? Which teams are consulted too late? Where do approvals stall? Where does context disappear between departments?

Many organisations identified communication gaps, rather than capability gaps, as the bigger operational challenge. That distinction matters. Strong teams already exist. Disconnected teams create disconnected experiences.

Organisations reporting the strongest momentum are doing more of the following:

For example:

- ☑ Bringing data, digital, marketing, and fundraising teams into planning earlier
- ☑ Creating visibility across the organisation around yearly goals and campaign priorities
- ☑ Running cross-functional project reviews during campaigns, not after them
- ☑ Treating external partners and agencies as strategic collaborators, not execution vendors

One of the most effective ideas we heard was to run a yearly organisational kickoff where every team shares priorities, dependencies, and goals.

Not because alignment sounds nice, but because campaigns move faster when teams understand what everyone else is trying to achieve.

AI ambition is rising, and clarity matters more than excitement

Organisations rated their AI ambition relatively high.

Self-reported AI ambition across surveyed organisations.

That does not mean everyone has a roadmap for integrating AI into internal workflows and supporter experiences.

Many fundraising leaders are still working through basic questions:

- [x] Where does AI create genuine supporter value?
- [x] Which workflows benefit most?
- [x] How should governance work?
- [x] Which tasks should stay deeply human?
- [x] How do teams experiment safely without creating operational risk?
- [x] What is the environmental impact, and how should that shape decisions?

The organisations making the most progress are approaching AI practically. As a way to create more capacity for strategic work, rather than as a replacement for fundraising teams.

Examples already emerging across organisations include:

- [x] Faster content iteration and testing
- [x] Sharper supporter segmentation
- [x] Automated reporting summaries
- [x] Smarter personalisation workflows
- [x] Reduced manual administration
- [x] Stronger campaign optimisation

The important shift is cultural. AI adoption succeeds when teams feel empowered to experiment, rather than pressured to transform overnight. Curiosity scales faster than fear.

Digital skills are becoming operational leadership skills

Several organisations identified a growing need for digital confidence within fundraising teams.

Self-reported technical and digital fundraising skills.

Not because every fundraiser needs to become technical, but because modern fundraising increasingly depends on understanding:

- [x] Supporter behaviour
- [x] Campaign performance
- [x] Digital experience quality
- [x] Data-informed decision-making
- [x] Content optimisation
- [x] Cross-channel engagement

The strongest organisations are investing in internal digital champions. People who help translate between fundraising goals, platform capabilities, data opportunities, and supporter experience design.

One recommendation stood out: give junior team members ownership opportunities around innovation and platform expertise.

That approach builds:

- [x] Greater organisational resilience
- [x] Faster knowledge-sharing
- [x] Less dependency on single specialists
- [x] A stronger experimentation culture
- [x] More operational confidence across teams

CHAPTER 5

Supporter experience is the operating system

Why relevance now matters more than reach.

Most organisations rated their ability to inspire supporters relatively highly, and that makes sense. Fundraisers understand how to tell stories, build emotional connections, and create moments that move people to act.

Maintaining that connection is becoming harder.

Supporters now expect experiences that feel relevant, personal, and immediate. A generic stewardship journey that worked five years ago can now feel like the same postcard from every airline arriving in the same week. Technically correct, emotionally forgettable.

Creativity is rarely the issue. The challenge is making impact feel tangible when outcomes are complex, long-term, or hard to visualise.

One organisation shared:

> *Our biggest issue is that survival and progress towards treatments and early diagnosis remain poor. That makes sharing impact very difficult, because the picture is still bleak.*
>
> HEAD OF ENGAGEMENT, UK HEALTH CHARITY

Another described it differently:

> *We are a prevention organisation, so it is difficult to demonstrate impact.*
>
> DIRECTOR OF INCOME, PREVENTION-FOCUSED CHARITY

That tension exists right across the sector. Not every cause produces instant transformation stories. Not every campaign has a dramatic before-and-after moment. Not every supporter sees the impact of their contribution immediately.

Organisations making the strongest progress approach supporter engagement more dynamically. Rather than building one message for everyone, they build frameworks and segments that adapt to supporter motivations, behaviours, and interests.

That often includes:

- [x] Developing supporter personas grounded in audience and behavioural data
- [x] Testing different impact narratives across supporter segments
- [x] Tracking which stories drive deeper engagement and conversion
- [x] Building stewardship journeys that evolve based on supporter behaviour
- [x] Connecting campaign learnings back into broader fundraising and marketing strategy

The goal is relevance over personalisation for its own sake, and authenticity over perfection.

Relevance will be different for every organisation. A prevention-focused charity might lead with long-term societal outcomes for one segment, while another responds more strongly to personal stories or practical community impact. The data matters because it helps teams understand what supporters need to feel connected.

One organisation summed up the opportunity simply:

> 99 *Better quality data.*
>
> DIRECTOR OF SUPPORTER EXPERIENCE, INTERNATIONAL NGO

Better data creates sharper insight. Sharper insight creates more meaningful supporter experiences. Meaningful experiences create stronger long-term fundraising growth.

Practical ways organisations are strengthening supporter connections

- [ ] Test impact storytelling end-to-end across acquisition, donation, stewardship, and retention
- [ ] Build dynamic content variations tied to supporter personas and motivations
- [ ] Use engagement data to refine messaging continuously, not annually
- [ ] Showcase internal examples of what good looks like, using campaign performance insights
- [ ] Invest more deeply in platform adoption and training so teams can execute consistently

One of the most overlooked advantages of testing is the confidence it builds. Testing gives fundraising teams permission to be braver. Braver with storytelling, messaging, emotional framing. Because decisions stop relying on assumptions and start relying on supporter behaviour.

CHAPTER 6

The Impact Engine scorecard

Score yourself across five pillars in under ten minutes.

Use the questions below as a starting point for internal conversations across fundraising, digital, data, and leadership teams. The goal is not perfection, but identifying where operational friction is slowing supporter growth, campaign agility, or team momentum.

Pillar 1 of 5

Technology and supporter experience

Question	Criteria	Your score
Are supporter journeys connected across platforms and channels?	🔴 Journeys are fragmented across systems 🟠 Some integrations exist, but experiences remain inconsistent 🟢 Journeys feel seamless across acquisition, fundraising, stewardship, and reporting	☐ Red ☐ Amber ☐ Green
Can teams access meaningful campaign insights quickly?	🔴 Reporting is delayed or manual 🟠 Reporting exists but lacks visibility or flexibility 🟢 Teams can make informed decisions quickly with accessible insights	☐ Red ☐ Amber ☐ Green
Does technology reduce operational friction?	🔴 Teams work around systems 🟠 Some processes are streamlined 🟢 Technology enables agility, experimentation, and scale	☐ Red ☐ Amber ☐ Green
Are platforms aligned with organisational goals?	🔴 Platforms create blockers 🟠 Systems partially support strategy 🟢 Technology clearly supports fundraising and supporter objectives	☐ Red ☐ Amber ☐ Green

Pillar 2 of 5

Data and organisational alignment

Question	Criteria	Your score
Is there a shared data vision across departments?	🔴 Teams work independently 🟠 Some collaboration exists 🟢 Teams align around shared goals, metrics, and supporter outcomes	☐ Red ☐ Amber ☐ Green
Does data help teams act quickly?	🔴 Insights arrive too late to influence decisions 🟠 Some useful reporting exists 🟢 Data actively informs optimisation and strategic decisions	☐ Red ☐ Amber ☐ Green
Are supporter insights connected across systems?	🔴 Data is siloed 🟠 Partial integration exists 🟢 Teams can build a connected view of supporters	☐ Red ☐ Amber ☐ Green
Are manual processes slowing delivery?	🔴 Teams rely heavily on manual work 🟠 Some automation exists 🟢 Workflows reduce repetitive operational tasks	☐ Red ☐ Amber ☐ Green

Pillar 3 of 5

Team structure and collaboration

Question	Criteria	Your score
Are teams aligned early in campaign planning?	🔴 Collaboration happens late 🟠 Teams occasionally align 🟢 Cross-functional planning is embedded from the start	☐ Red ☐ Amber ☐ Green
Do teams understand shared organisational priorities?	🔴 Goals are disconnected 🟠 Some visibility exists 🟢 Teams understand dependencies and organisational direction	☐ Red ☐ Amber ☐ Green
Is innovation encouraged operationally?	🔴 Teams avoid risk 🟠 Innovation happens inconsistently 🟢 Teams are empowered to test, learn, and improve	☐ Red ☐ Amber ☐ Green
Are external partners integrated effectively?	🔴 Vendors operate separately 🟠 Some strategic collaboration exists 🟢 Agencies and partners contribute to long-term growth and innovation	☐ Red ☐ Amber ☐ Green

Pillar 4 of 5

Digital capability and culture

Question	Criteria	Your score
Does the fundraising team feel digitally confident?	🔴 Skills gaps slow execution 🟠 Knowledge exists in pockets 🟢 Teams understand how digital supports fundraising growth	☐ Red ☐ Amber ☐ Green
Is platform knowledge distributed across teams?	🔴 Expertise sits with a few individuals 🟠 Some internal sharing exists 🟢 Teams actively share knowledge and best practice	☐ Red ☐ Amber ☐ Green
Are teams given time to learn and experiment?	🔴 Capacity blocks innovation 🟠 Learning happens reactively 🟢 Learning and experimentation are operational priorities	☐ Red ☐ Amber ☐ Green
Is AI being explored strategically?	🔴 AI conversations stay theoretical 🟠 Small-scale experimentation exists 🟢 Teams are testing practical use cases with clear outcomes	☐ Red ☐ Amber ☐ Green

Pillar 5 of 5

Supporter engagement and impact storytelling

Question	Criteria	Your score
Are supporter communications personalised?	🔴 Messaging is largely generic 🟠 Some segmentation exists 🟢 Experiences adapt meaningfully to supporter motivations	☐ Red ☐ Amber ☐ Green
Can the organisation demonstrate impact clearly?	🔴 Impact feels abstract or delayed 🟠 Some storytelling resonates 🟢 Supporters can easily connect actions with outcomes	☐ Red ☐ Amber ☐ Green
Are campaigns continuously optimised?	🔴 Campaigns rarely evolve once launched 🟠 Some testing occurs 🟢 Teams actively test, learn, and refine journeys	☐ Red ☐ Amber ☐ Green
Is supporter feedback influencing strategy?	🔴 Feedback is difficult to gather 🟠 Some insights inform planning 🟢 Supporter behaviour and feedback actively shape experiences	☐ Red ☐ Amber ☐ Green

How to read your score

Mostly green	You are in the strongest 20%. Focus on protecting momentum and scaling what works.
Mostly amber	Clear next steps exist. Pick the pillar with the most ambers and tackle it first.
Mostly red	Start with one pillar at a time. Progress compounds. Choose the one closest to revenue

CHAPTER 7

What to do next

The organisations that will grow fastest by 2030

Future growth will not belong only to the biggest organisations. It will belong to the ones that become operationally adaptable. The ability to:

- [x] Move quickly
- [x] Align teams effectively
- [x] Reduce internal friction
- [x] Learn continuously
- [x] Build connected supporter experiences
- [x] Make decisions with confidence
- [x] Experiment without operational chaos

None of this requires perfection. It does require clarity, clear vision, clear communication, clear ownership. Clear supporter strategy. Clear collaboration between fundraising, data, marketing, and technology teams.

The fundraising organisations creating extraordinary supporter experiences over the next decade are unlikely to be the ones with the most tools. They will be the ones where teams, systems, and strategy work together with the least friction.

Questions every fundraising leader should be asking now

Before planning the next major campaign, many organisations are stepping back to ask bigger operational questions:

- [x] Does our technology ecosystem support the supporter experience we want to deliver?
- [x] Where does data slow down decision-making instead of speeding it up?
- [x] Which teams need stronger alignment earlier in campaign planning?
- [x] What manual processes are limiting agility?
- [x] How prepared are we for rising expectations around personalisation?
- [x] Which digital skills will matter most over the next three years?
- [x] Where could AI create meaningful operational capacity?
- [x] What does good actually look like for our organisation?

These conversations are no longer optional. They are becoming strategic fundraising priorities.

Practical next steps

Large transformation projects are rarely where momentum starts. Most organisations improve fastest by identifying one operational friction point and solving it well.

That might look like:

- [ ] Connect a disconnected supporter journey
- [ ] Build a shared reporting dashboard across teams
- [ ] Bring data teams into campaign review processes from the start
- [ ] Test AI inside a single workflow before scaling across the organisation
- [ ] Improve handover processes between fundraising and digital teams
- [ ] Refresh stewardship journeys before rebuilding the acquisition strategy
- [ ] Run one cross-functional planning workshop ahead of the next major campaign

Progress compounds. Organisations that improve operational alignment steadily tend to unlock better campaign performance over time, because fewer blockers create more room for creativity, responsiveness, and supporter focus.

Got questions, or want to talk it through?

I wrote this guide after conversations with hundreds of nonprofit leaders of all shapes and sizes, and seeing the same patterns emerge.

If any of this rings true, or you want to talk through what could move the needle for the next chapter of your organisation, reach out! I would love to chat.

Keith Williams
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CLOSING NOTE

About Funraisin

Connected. Collaborative. Supporter-led.

Funraisin gives charities the freedom to create extraordinary supporter experiences. From peer-to-peer events and always-on fundraising to Giving Days, major appeals, and community campaigns.

Better campaigns, faster.	Launch and optimise campaigns faster, reduce operational friction, and create journeys that feel authentic from first interaction through to stewardship.
All your data in one place.	The flexibility to customise, integrate, extend, and evolve experiences without rebuilding from scratch.

Built for ambitious nonprofits, Funraisin combines flexibility with operational control. The result is fundraising technology designed for how modern fundraising organisations actually work.

Extraordinary supporter experiences are rarely created by campaigns alone. They are built through alignment between people, systems, strategy, and vision.

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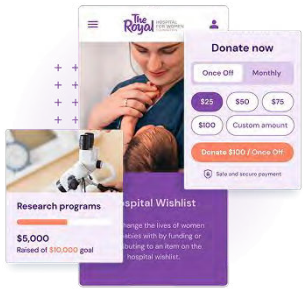
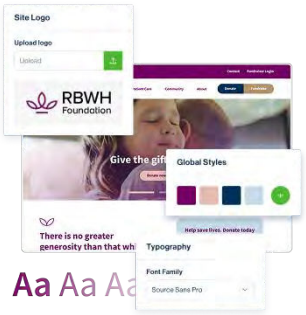
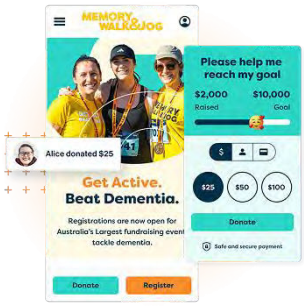
One platform. Every journey.



Appeals & recurring giving

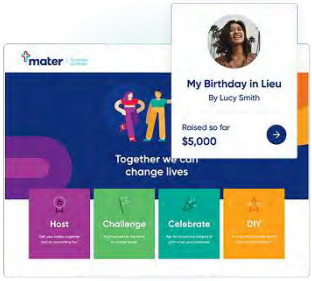


Always-on giving & brand sites

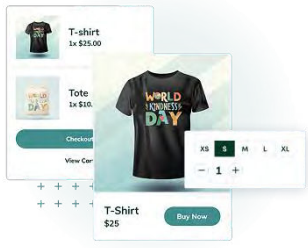


Peer-to-peer & events

Giving days, campaign & rallies



DIY, celebrations & tributes



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