

A GUIDE TO FUNDING STRATEGIES



Another Community Resource for the Not for Profit Sector

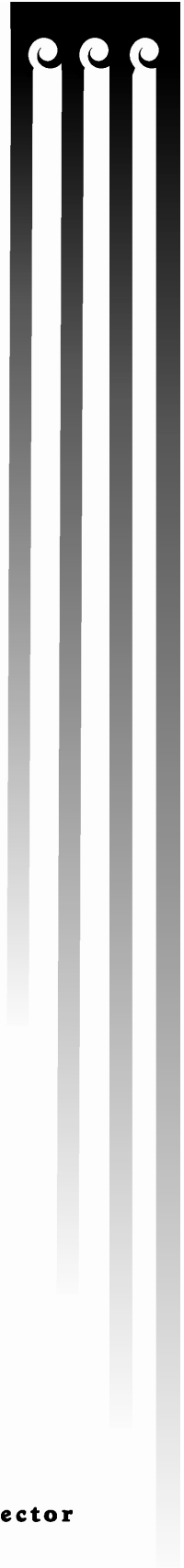


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GETTING STARTED

The first question asked of many community groups these days is “where do you get your funding.” There is a skill involved - and it is important to the success/failure and very existence of your group. Almost all community groups and workers will at one time or another be involved in the process of raising funds.

There are many ways to raise money for your organisation some being

- Government contracts
- Government Grants
- “Cake stalls”
- Special Events
- Sponsorship
- Sale of core services
- Sale of peripheral services
- Donor Development
- Direct mail

Whatever you choose the basic rules remain the same “be prepared”. One of the most difficult and time consuming aspects of fundraising is the information gathering process and whether your project is large or small you will still need basic information and it is wise to start a funding file or portfolio.



FUNDING PORTFOLIO

Create a set heading which is relevant to your group. Here are some examples of headings and what could be included under them.

- **History of the organisation**
 - Why did your group start?
 - Who was involved at the beginning - and since?
 - Where did the group begin?
 - What sorts of thing has the group achieved?
 - What changes has the group experienced?
- **Aims and Objectives**
 - What are the group aims
 - What are the current objectives
 - What is the kaupapa of the group
 - If you have a mission statement, what is it?
 - What are you trying to achieve?
- **Management**
 - What is the management structure?
 - Names and contact addresses of management committee/trustees
 - How are decisions made?

What powers do management have?

- **Legal Status**

- Copies of Certificate of incorporation/ Trust Deed/ Umbrella Agreements
- Evidence of Charitable status with IRD
- Copies of Constitution/Rules
- Trustees names and addresses

- **Financial information**

- Copies of audited accounts
- Certificates of Income and Expenditure
- Business Plans
- Bank account details
- Treasurer's name and contact address
- GST registration number
- Details of sources of funding
- Yearly budgets

- **Support**

- Which groups do you work alongside to complement your work?
- Copies of letters of support
- Do you meet with any networks?
- Are there any other groups offering a similar service?

Checklist - are you ready to apply for funds yet?

How much money do you need?	<input type="checkbox"/>
What is the money needed for?	<input type="checkbox"/>
Can you achieve your objectives?	<input type="checkbox"/>
Are there any alternatives?	<input type="checkbox"/>
How will the project be managed?	<input type="checkbox"/>
How will you monitor progress?	<input type="checkbox"/>
Where is it all leading?	<input type="checkbox"/>

Are you applying to the right people?

Where did similar projects get their funding?
Do you fit the criteria?
Are there application forms?
Can you speak to anyone?
Are there strings attached?
Have you tried local service clubs and churches?

What you need to do

Check closing dates and allow plenty of time
Find out whether there is an application form
Research using statistics and social knowledge:
The need for this project

The people you apply to
Make contact with the funder ask questions
Identify your project and organisation
Contact local service groups, Lions, Rotary, etc and find out what they like to be involved in. You may offer a speaker for their monthly meeting.

If you have an application form

read the form and any instruction sheets
if you don't understand, ring the Funding Organisation
provide a return address
provide two day/night telephone contacts
If there is no application form
provide a 1 page budget
provide a 1 page project description
provide references
provide research summary

Suggested application Format

Use three pages or less if you can
Introduction
Who are you?
Why are you set up?
Your membership, staff and volunteer numbers
who benefits?
What other groups do this work in your area?
Who do you network with?
What is your project? Briefly
Get application in well before the closing date
don't quote the funding organisation's philosophy
ring if your application isn't acknowledged

The Golden Rules

Always provide clear, current, and organised finances
Following the instructions and provide what is requested
Show what support your project has in the community
People to contact:
City Council community workers
Citizens Advice Bureau
Community Funding Agency field staff
Internal Affairs Link Centre field staff
Internal Affairs COGS staff
the funding agency to whom you are applying
local clubs eg Rotary, Lions, Kiwanis, Jaycees, Soroptimists, Masons, Licensing
Trusts

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ADDITIONAL INFORMATION

If you have any of the following it will add to the validity of your application.

- **Community needs analysis**
- **Management Plan of the complete project**
- **Financial viability = Cashflow project**
- **List of other user - commitment from all parties**
- **Audited Financial Statements**
- **Social Audit**
- **Occupancy or Leasehold Agreement**

HINTS FOR SUCCESSFUL FUNDRAISING

- Spread the workload. Don't rely on the dependable few.
- Invest time in your supporters/helpers. Make sure they understand the project and have a commitment to it.
- Remember the need for effective publicity. How to promote your activity.
- Select fundraising methods that relate to what you want to achieve and they do not alienate people.
- Budget for income, expenses and profit.
- Make fundraising fun for those involved.
- Make fundraising do more for your organisation than just raise money, eg. make it bind members together, attract publicity about your work.
- Be prepared for disaster but don't expect it! Plan how to manage a complaint from the public.
- Check legal responsibilities (eg. if you run a raffle).

FUNDING TIMELINE

✓ Tick if completed

<p>JANUARY Agency report for CDW completed Monitoring visit arranged Copy of accounts Audited accounts back</p> <p><input type="checkbox"/></p>	<p>FEBRUARY Monitoring visit completed Reports sent in to DIA Hillary Comm. Application - proposal, letters - budget - accounts - GST forms</p> <p><input type="checkbox"/></p>	<p>MARCH Hillary Comm. Application posted March 10</p> <p><input type="checkbox"/></p>	<p>APRIL</p> <p><input type="checkbox"/></p>
<p>MAY Fletcher Challenge Trust application - proposal - budget - accounts Management Comm. Mtg to approve</p> <p><input type="checkbox"/></p>	<p>JUNE Fletcher Challenge application posted by June 15. Lottery Youth - proposal - budget - accounts - letters - Management Comm. Mtg Arrange July visit by Loss Co-ordin.</p> <p><input type="checkbox"/></p>	<p>JULY Lottery Youth app. Post by July 1st. Get Logo forms Logo co-ord visit Logo application completed and posted July 20 YWTF application posted July 27</p> <p><input type="checkbox"/></p>	<p>AUGUST</p> <p><input type="checkbox"/></p>

Funding Training Kit - Internal Affairs



LEGAL CONSIDERATIONS

USE OF UMBRELLA GROUPS (IF YOU ARE NOT A LEGAL STRUCTURE)

The Lottery Grants Board will no longer allow groups without legal status to apply for grants by using an organisation with a legal entity to umbrella or sponsor them.

From now on groups without legal status (usually groups which do not have paid staff such as youth groups, care and craft or ad hoc groups set up to hold a small commemoration or festival) will be able to apply for grants in their own right for amounts of \$5,000 or less for any purpose except salaries or vehicles.

But only groups with a legal status will be able to apply for amounts of more than \$5,000 or for salaries or vehicles.

Legal entities able to apply for grants of more than \$5,000 include:

- (a) an incorporated society under the Incorporated Societies Act 1908
- (b) a charitable trust registered under the Charitable Trusts Act 1908
- (c) A School Board of Trustees constituted under the Education Act 1989 applying for purposes relating to the school for which it is responsible
- (d) A Maori Trust Board constituted under the Maori Trusts Board Act 1955 - providing the application is for the general benefit of its beneficiaries as specified in its establishing document. Beneficiaries will usually be members of that iwi, but may be restricted to iwi members living in a particular area.
- (e) A district or City Council under the Local Government Act.
- (f) A Trust established under a court order made by the Maori Land Court under section 438 or 439 of the Maori Affairs Act 1953 where the order specifically includes the power to undertake the charitable purpose for which funding is being sought.
- (g) Maori Committees, Maori Executive Committees and District Maori Councils established under the Maori Community Development Act 1962 applying for purposes relating to their statutory functions.
- (h) a body established under an Act of Parliament where that Act permits them to receive funding and to carry out the kinds of functions for which they are seeking funding. Examples include Universities or Crown Research Institutes applying for health and science research funding. In addition, Scouts and

This list is not exhaustive and other legal entities such as churches and community companies may be suitable. These will be examined on a case by case basis.

Lottery Grant advisory officers based at the Department of Internal Affairs National Office, Wellington and at Link Centres in Auckland, Rotorua, Wellington, Christchurch and Dunedin will be available to help answer any questions.

FUNDING APPLICATIONS



Before making the application make sure that the following has been checked:

- **The criteria of the funder**
- **The closing date for the application**
- **Personal approach is a good idea**

When making the application, make sure that:

- The funder knows who you are and what you do
- All the questions are clearly answered
- The application is legible and tidy
- Contact people identified
- Referees are contacted prior to the application (and know what the application is for)
- The reason for the application is clearly indicated (outcomes, research, objectives, procedures, evaluation)
- Supporting documents are enclosed
- All requested documents are sent
- The correct number of copies are sent
- A covering letter is written.

REMEMBER IT TAKES UP TO SIX MONTHS FOR AN APPLICATION TO BE PROCESSED AND A DECISION TO BE RELAYED TO YOU. ALLOW PLENTY OF TIME

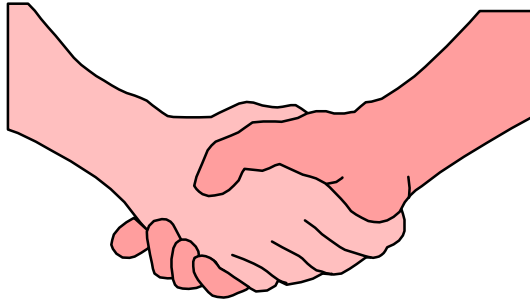
After receiving funding make sure that:

- A letter of thanks is sent
- All requested accountability reports are completed in due time
- Let the funder know of the success of the project
- The funder is acknowledged in annual reports etc.

SPONSORSHIP

Developing a Sponsorship Proposal

What is Sponsorship?



Definition: a business relationship between a company and an organisation that involves an exchange that will benefit both organisations.

Questions on Sponsorship

- What's the difference between a donor and a Sponsor?
- What are Sponsors looking for?
- What homework should you do on a potential Sponsor?
- What should a Sponsorship Proposal contain?
- How do we approach Sponsors?

THE MATCHING PROCESS - IDENTIFYING THE MOST SUITABLE SPONSORS

The matching process involves sorting and assessing the background work in order to find out who are the most suitable sponsors for your funding project.

It involves putting together the following information:

- **Seeking out companies whose project image can be associated with your project. It is helpful if the people who benefit from your project are also the same people who the businesses target their products to. This provides a common interest which increases your chances of being considered for sponsorship. The business can see it as a publicity benefit. An example of this would be Danyon Loader (Olympic Gold Medallist) and breakfast cereal.**

Attracting Sponsorship Suggested Process

- Identify benefits to Sponsor
- Value benefits to Sponsor
- Identify suitable Sponsoring Companies
- Tailor proposal to demonstrate benefits (To Sponsor!)
- Identify decision makers and influencers
- Lobby influencers
- Present proposal
- Negotiate proposal

- Use altruistic benefits as “icing”
- Leverage media coverage

First of all consider the sponsors perspective and the criteria they will use to judge your proposal:

- How will they see your group in comparison to others in the market place?
- What do you want to achieve through your activities or events?
- Do your activities or events achieve the sponsor’s marketing objectives. Is it a good fit with their product/image?
- What profile does it give their business?
- How reliable is your group. Your people. Your board. Will you deliver?
- How does the sponsorship help their business. How does it help sell their product/service?

Your proposal must address these concerns to have any chance of being taken seriously.

Timing is crucial. Identify their timing criteria and make sure you meet it.

For your own information go through a brainstorming exercise. Identify on paper your:

- Ongoing activities and programmes. Who and how many people are involved?
- What opportunities exist for the sponsors involvement here?
- Special events. Shows, conferences, etc. Who and how many people are involved? Is the event successful and what opportunities exist for the sponsors involvement?
- Communications tools, newsletters, magazines, direct mail, etc. How and who do you communicate to: members, the public, etc. What tools do you use and what are you planning? How many copies and readers? Who gets it, reads it, etc.
- What are your Marketing Assets - what do you own. What relationships, partnerships have you established and what influential members and unique appeal do you have?

Clearly define your needs

What is the money required for and how will it be spent? The prospective sponsor needs to know (and may require evidence) that their money will be spent wisely; your organisation is sound and reputable; their money will be spent in the area you claim. Is your sponsorship request for cash only? Have you considered the use of other arrangements? For instance, requesting supplies, products or services that your group would normally purchase or could onsell.

Develop a list of benefits

- Exposure and Awareness: How can you expose the sponsor, their products, logos, etc eg signage, programmes, flyers, advertisements, vehicles, tickets, uniforms,

bumper stickers, badges, posters, media kits, banners, etc. Will they have access to your logo?

- Product/Service Use: How can you sell or use the sponsor's products or service?
- What opportunities can you provide and what target markets can you provide access to?
- The Sponsor's Marketing Objectives: What is their philosophy? Does their Managing Director have a personal objective? Can you provide the means to entertain or involve their customers or clients? Can you involve their staff, distributors or retailers?

Using the above notes you can now develop a list of benefits you can offer in return for the sponsorship. Keep in mind that the more ways a sponsor can promote their firm, product or service, the more agreeable they will be to lending their support.

SPONSOR BENEFITS

Sponsors need to benefit from being involved with you.

Be as specific as possible. You should aim to give sponsors sufficient data so that they can evaluate the cost effectiveness of your project alongside other promotional opportunities.

As you proceed further in your approach to potential sponsors you will need to tailor the benefits you offer to match the company you are approaching and the nature and extent of your request. However, as part of developing your strategy you should think through all the types and possible packages of benefits.

Some possible ways to recognise sponsors are:

Sponsors name on:

- all clothing
- all stationary. Can be done simply with a self inking stamp.
- all promotional material eg. entry or registration forms, posters tickets
- noticeboards at clubrooms or offices
- cups, medals and ribbons
- displays requesting members to give the sponsor their business support.
- Club banner.

AND MORE....

- advertising in programmes and newsletters
- promote and foster sponsors name and produce on the PA system during the event
- team or individual players to lend themselves to promotional activities for the sponsor
- give the sponsor the opportunity to market products at the venue or to the participants

- distribution of sponsors advertising material to all participants
- venue advertising
- use of photos of the event by the sponsor for own promotions.

Media coverage

This is often the sticking point for local clubs and events but there will be opportunities if you appoint a PR person who chases media coverage. Do not promise what you are not certain of being able to deliver.

A few point to remember:

- Do not use media material showing a participant, whether the manager or a volunteer, using an oppositions logo brand or equipment etc.
- Do not use a photograph of any one in any media unless wearing something identifying sponsor or subject.
- All press releases to use full event or club title ie. always include the sponsors name if they have naming rights.
- Community newspaper and radio stations often welcome articles or items on local clubs and events.
- Keep a record of all coverage received.

Make your proposal look professional, keep it short and to the point and include

1. An opening letter. Clear and concise which summarises key points. Introductory paragraph should state you are submitting the proposal to the company and that you would like to be “business partners” (or other suitable words). Provide a simple outline of your group, event or activity, what you can offer the sponsor and how the sponsor can benefit in the future by getting involved now? Conclude with a paragraph on some of the business benefits to them and close the letter with an indication of the next step (ie. you will call for a meeting with them). Keep the whole thing to less than one page.
2. A 3-4 page proposal. This document should capture their interest and be clear and concise. The proposal should include:
 - Organisation history and future: Name, location, size, nature of client base, nature of group, profile of executive, affiliations, special features of group, etc.
 - Sponsorship Outline: What activity is being sponsored. What are the purposes and objectives. How many participants. What location. Is there a history of success?
 - Features and Benefits of the Sponsorship: Summarise the features (signs, attendees, advertisements, coupons, flyers, etc.) and benefits to the sponsor based on your brainstorming notes. How will the features meet the sponsor’s need for sales, exposure etc. Link the benefits to the features you have outlined.
 - Investment and Term: List the price of the sponsorship (GST exclusive) and indicate any options that you are offering (ie cash or contra). Suggest a term for

the sponsorship (ie 1 to 3 years). A longer term may indicate you are committed to investing time and effort into building a relationship with the sponsor.

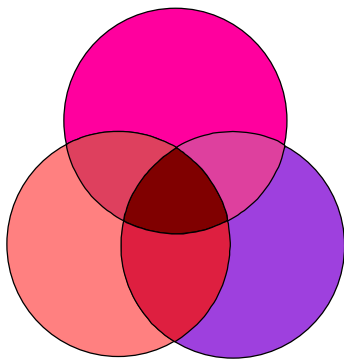
Budgets/Timetable: How will you spend the money? Provide a realistic budget for your activity (GST excl.). Show you too are investing money in your activities. Include a timetable and schedule of critical dates. This demonstrates you are organised and professional.

- Appendices including annual reports, media clippings, referral letters, etc. This information is useful once your sponsor becomes interested.

Make your proposal simple in design and easy to read (ie. Bullet points, lists, etc). Try to keep key aspects to one page or less. Make sure the proposal is proof-read, spelling mistakes and use of the wrong names or titles can be damaging. And finally, ask how many copies they want.

Source: FINZ on Fundraising No 27, June 1997

Donor Development Fundraising



A relationship approach

- How do we categorise people?
- Are there different strategies for different sectors?
- How do we get to know our clients and supporters?
- What motivates people to give?

- **Donor Development fundraising What is it?**

It is the continuous development of long term relationships with individuals who are motivated to support your cause.

Advantages of Donor Development

- Synergistic
- Long term benefits
- Returns grow over time
- Can help with other objectives

Disadvantages of Donor Development

- Takes investment in time and human resource
- Takes time to get results
- Takes a range of skills

The Three Legs of the Stool of Donor Development

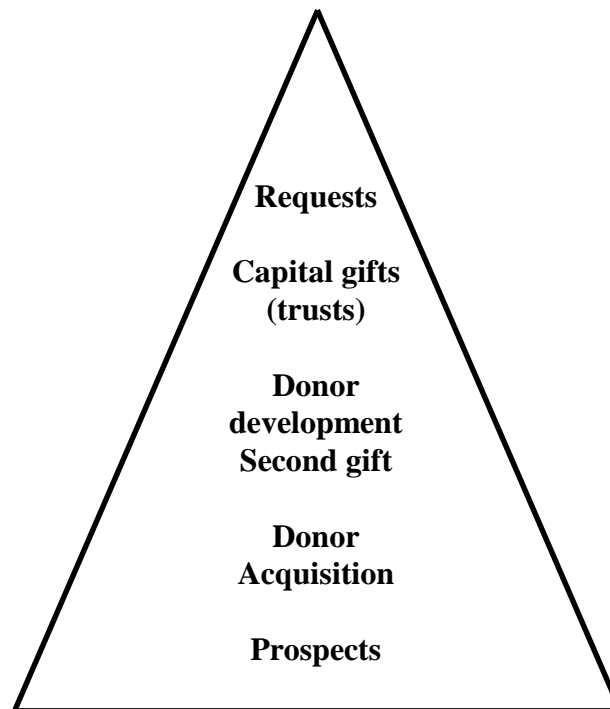
- Budget Fundraising - Operating Expenses
- Capital Fundraising - Bricks and mortar (usually one off)
- Planned Giving - large in the US and more commonly used by our Churches.

Comment often used by larger organisations:

Any complaint to your organisation should go to the person who is dealing with fundraising.

YOU CAN'T "FUNDRAISE" BEFORE YOU "FRIENDRAISE"

The donor Development Pyramid



THE RULES FOR SOLICITATION AND STEWARDSHIP OF MAJOR GIFTS

1. Identification
2. Qualification
3. Development of strategy and timetable
4. Cultivation
5. Solicitation and negotiation
6. Acknowledgment
7. Follow up
8. Renewal

Stewardship is the guiding principle in philanthropic fund raising. It is defined as the philosophy and means by which an institution exercises ethical accountability in the use of contributed resources and the philosophy and means by which a donor exercises responsibility in the voluntary use of resources.

Donor development is a commitment the whole organisation needs to make and positiveness is the key every step of the way.

REACTIVE LANGUAGE	PROACTIVE LANGUAGE
There is nothing I can do.	Let's look at our alternatives.
That's just the way I am.	I can choose a different approach.
He makes me so mad.	I control my own feelings.
They won't allow that	I can create an effective presentation.
I have to do that.	I will choose an appropriate response.
I can't.	I choose.
I must.	I prefer.
If only.	I will.

CATEGORIES OF DONORS

Planned gift
 Big gift
 Major gift
 Special gift
 Upgraded donor (was a repeat donor)
 Repeat donor
 Donor
 Prospect
 Suspect

THE DEVELOPMENT PROCESS

OBJECTIVE

METHODS/ACTIVITIES

Identify suspects

Develop and build lists, identify and research constituency

Convert suspects into prospects

Test list effectiveness, identify linkages, refine prospect development

Convert prospects into donors

Build on linkages, test interest, solicit (by phone, mail, or special event), acknowledge

Convert initial giver into donor

Build on interests and linkages, ask, record, acknowledge, report use of gift, invite to renew

Increase gift

Research, build on interests and linkages, inform, involve, invite to renew and increase, gift, acknowledge, give recognition.

Secure special gift
\$1000+ (amount may vary)

Continue research, involve through linkages and build on interest, tell about special needs, inform on how money is used, solicit personally acknowledge, give recognition.

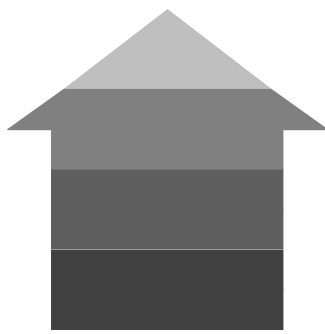
Secure major gift
\$10,000+ (amount may vary)

Use all linkages, validate as major prospect, planning and as advocate through cultivation, ask, acknowledge, provide personal reports, reward.

Secure big gift
\$100,000+ (amount may vary)

Use all linkages, add to interests, involve in institutional planning and as advocate through cultivation, ask, acknowledge, provide personal reports, reward.

LADDER OF EFFECTIVENESS



Solicitation Techniques

1. **Personal: face-to-face** (most effective)
 - a. Team of two
 - b. One person
2. **Personal letter (on personal stationery)**
 - a. With telephone follow up
 - b. Without telephone follow up
3. **Personal telephone call**
 - a. With letter follow up
 - b. Without letter follow up
4. Personalised letter
5. Impersonal letter (direct mail)
6. Impersonal telephone (phonathon/telemarketing)
7. Fund raising benefit (special event)
8. Door to door
9. Media (advertising) (least effective)

MAJOR GIFT DEVELOPMENT Qualities of a Prospect

1. **Aware**
2. **Interested**
3. **Involved**
4. **Concerned**
5. **Committed**
6. **Capable**
7. **Accessible**
8. **Experienced**
9. **Seeking fulfilment**

The Prospect Looks for

1. **Evidence of good management**
2. **Evidence of reasonable planning**
3. **Evidence of prior support**
4. **Persuasive presentation by credible volunteers**
5. **Absence of pressure**
6. **Invitation to share/join**

HOW DO YOU GET STARTED?

Don't start at all if your Board/Management Committee does not support the concept. Life staff, your board will be concerned by change. They may be wary not because it's bad, but merely because it's different. As they start seeing results, as they become impressed by the broadening of possibilities it brings, most will become as excited about it as the staff.

Prospects - start with committee and staff - who do they know, what connections do they have? Prospects are usually names collected through the mail - everything you do you need to be collecting peoples' names. Usually these prospects are names only but over time, and as the relationship builds you will draw them close to the organisation.

Donor Acquisition - people who have donated once - you need to thank them and let them know what you have done with the money.

Donor Development second Gift - ensure that you build on your relationship which may have until now been minor. Find out why they give to your organisation and in time you will ascertain whether they wish to continue giving to your organisation.

From this point up the pyramid put energy into the relationship and ensure you:

- **support them**
- **involve them**
- **invite them to open days and functions**
- **send them copies of your newsletters and other information**

THE DONOR PROFILE

If you are building a relationship with a prospective donor you need to know"

- What is **motivating** the person to give?
- Where is the **linkage** or **interest**?
- What is their **financial capacity**?
- What do you talk about - what are **their** interests?
- Finally ask them what **level of involvement** they would like.

Get to know the person - build the relationship. Once you start the journey of donor development every contact with the public becomes an opportunity for the organisation.

ALWAYS AN EYE ON YOUR VISION

Raising funds should support your vision. You will spend a lot of time and energy educating the public about who you are, what you do and where you're going. When you ask people for money, make sure they know how it will speed you to those goals. Use your logo and other material on your fundraising brochures. Remind people about the projects you have successfully completed and those you plan to do. Tie each fundraising effort directly to at least one aspect of your vision so people have a concrete opportunity to help you reach it.

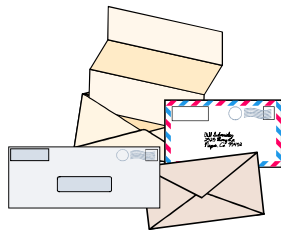
THE 12 COMMANDMENTS

Information Privacy Principles

These principles form the basis of the Privacy Act

1. Personal information mustn't be collected by any agency unless it is connected with a function or activity of the agency and is necessary, and lawful, for that purpose.
2. The agency must collect the information directly from the individual concerned. There are exceptions such as where the information is already publicly available.
3. Where an agency collects personal information directly from the individual the agency must explain fully the fact and purpose of the collection, the intended recipients of the information, the collecting agency's name and address, the legal authority relied on, the consequences to the individual for not giving the information and the right of access and correction.
4. Personal information must not be collected by an agency by unlawful means or by any means that, in the circumstances of the case, are unfair or intrude to an unreasonable extent upon the personal affairs of the individual.
5. Confirmation of whether or not the agency holds personal information about him/her and to have access to that information. There are some withholding grounds but special application has to be made.
6. An individual can request that the agency corrects any personal information held. If the agency doesn't do so the individual can request that a statement be attached to the information detailing the correction sort.
7. Agencies must make sure that before using the personal information that has been collected - that it is up to date, complete, relevant and not misleading.
8. Agencies which can no longer legally use the information must not keep it.
9. An agency that holds personal information must make sure it is protected by security safeguards against loss or wrongful disclosure and unauthorised access.
10. If information is collected for one purpose it should be not be used for another.
11. This principle sets our limits on disclosure of personal information to any other person, body or agency unless it was one of the purposes for which it was obtained or directly related.
12. Limits the use of unique identifiers. An agency may not assign an identifier already assigned by another agency.

Direct Mail



The Elements of Direct mail

- The List - the prospect - the target.
- The Message - the reason - the story.
- The Creative - the picture - the image.
- (The “Message” might be termed the “offer” in commercial terms. It should explain the benefits that donations will be to your organisation)

The Relative Value of the Elements

- The list 60%
- The message 30%
- The creative 10%

CODE OF ETHICS

The code of ethics and standards of practice for members of the New Zealand Direct Marketing Association covers:

- Clarity and accuracy of information and illustrations;
- use and availability of bona fide testimonials;
- full disclosure of all terms, conditions (including rules of contests);
- display of street address and phone number of contactable manager when responses are directed to a PO Box;
- non permissibility of offensive or illegal mailings or contacts; clear statement of ‘negative option’ sales operations;
- complete and efficient records of customer information;
- manner, timing and delays in shipment of goods;
- timing of banking of payments in relation to delivery of goods;
- refunds and exchanges and timing of such;
- use of NZDMA name and Seal of Approval.

TELEPHONE MARKETING (TELEMARKETING)

- All telephone marketers must abide by the New Zealand law. The Telecommunications Act prohibits the use of any telephone station for the purpose of disturbing, annoying or irritating any person, whether by speech or by wantonly transmitting communication or sound, with the intention of offending the recipient.
- The NZDMA telemarketing Code of Ethics is extensive (including 34 clauses) and covers the following areas (in addition to the general codes above) which are relevant to fundraising:
 - clear disclosure of callers identity and general purpose of their call at commencement of call;
 - if the called party expresses a wish to terminate, the caller must do so as soon as possible.
 - Offers/solicitations must not be made in the guise of a research or survey when the real purpose is to sell or to raise funds;
 - name and address of organisation on whose behalf calls are made, must be in the phone directory;
 - prior to calling, telemarketers must ensure the prospects name is not on the NRS (don't call) list;
 - calls to private homes should only be made between 8am and 8.30pm unless requested;
 - calls should be avoided on Sundays and public holidays unless requested;
 - when prospecting, deception must not be used to obtain the names of people who call;
 - unlisted or unpublished numbers must not be called, unless requested.
 - Unsolicited calls on private business must not be made to a consumers place of work without that consumers prior permission;
 - telemarketers should ask recipient if it is a convenient time to call or if another is preferable;
 - if the call is a survey, telemarketers must state honestly the expected length of the call;
 - statements must not be untrue, misleading, deceptive, fraudulent or unjustly disparaging;
 - documents confirming a transaction or appointment must contain organisation contact details;
 - recipients must be given a clear opportunity for refusal and that refusal immediately accepted;
 - a seven (7) day "cooling off" period must be allowed and the customer made aware of this;
 - no products must be knowingly offered to minors;
 - if requested to do so telemarketers must remove the customers name from their contact list and such customers should be made aware of the NRS list and if necessary the telemarketer must pass the customers name on to the NZDMA for inclusion on this list;
 - there are restrictions with regard to taping of telephone conversations;
 - telemarketers must abide by the general rules set by the Telecommunications Act;

- Automatic dialling systems must make the called party aware that the caller is a machine;
- telemarketers should advise the appropriate telecommunications carrier when they are going to generate large volumes of calls in a specific time frame and in a specific area.

**NAME AND ADDRESS OF ORGANISATION ON WHOSE
BEHALF CALLS ARE MADE, MUST BE IN THE PHONE
DIRECTORY**

MAILING LISTS AND THEIR USAGE

The NZDMA mailing list code of Ethics covers:

- All lists must be accurately described particularly with respect to contents, ages, quantity, etc.
- When advertising or distributing lists the promoter must be prepared to substantiate all claims.
- Lists must not be made available until the owner agrees to the exact nature of use by the purchaser and has received and approved copies of intended mailings
- owners and purchasers of lists are responsible for ensuring against unauthorised access, alteration or dissemination of data
- unless the owner agrees to the contrary, a mailing list may only be used once by a purchaser.
- Respondents to the purchasers mailing are, by agreement with the list owner, deemed to be customers of the purchaser
- list owners must ensure lists are up to date and names are removed as requested by an individual
- lists should consist only of data which is pertinent and necessary and must be used only for marketing and related purposes
- list owners, brokers, etc must be aware of and sensitive to the consumer's right to privacy
- list owners proper and users should operate in accordance with all applicable laws. Codes, etc.

NRS (NAME REMOVAL SERVICE) - THE DON'T CALL ME OR WRITE TO ME LIST

The name removal service has been set up by the NZDMA in order to decrease the amount of unwanted, unsolicited phone calls, mailings and faxes consumers receive from organisations. The NZDMA do not guarantee that 100% of contacts will cease, but there should be a noticeable difference in the volume. This service will not stop communications from organisations with which a relationship exists, such as a persons banker, lawyer etc. The service is available on 800 DIRECT (0800 347 328 or by mail to Freepost 2189 PO Box 33432 Auckland.

Adapted from FINZ on Fundraising No 27 June 1997

EVENT MANAGEMENT



Event Management is creating an environment which achieves a stated goal.

Developing a critical path which leads to success - a specific and targeted deadline with tasks which must be completed leading up to the event and a minute by minute timetable for the actual event.

Writing the budget and monitoring the cashflow on a regular basis as outlined in the critical path.

Surrounding yourselves with experts in various fields of entertainment, design, strategic planning, food and beverage, presentation, copy writing - everything you need to get your message across whether you're planning an in-house motivational session for staff, or shouting your new product to the world.

BASIC PRINCIPLES OF PROJECT/EVENT MANAGEMENT

There are six basic principles to effective project management.

- 1 An essential aspect of any project is that the **objectives** needs to be clearly defined and understood.
- 2 Participants must be able to **plan** the project and have the skills to **re-plan** as the circumstances dictate.
- 3 Having developed the plan having the ability to **organise** resources required to achieve the plan.
- 4 To review that activities are happening according to plan the project manager and group leaders must **monitor** progress.
- 5 Monitoring is not effective unless progress is measured against targets, and that is the **control** function of the project.
- 6 In order to ensure that these principles are maintained, good **communications** are essential.

EVENT PLANNING

The success or failure of your event will hinge on the planning. One of the best ways to gain experience in planning is by doing. Don't be afraid to volunteer your time to help with a large event just to gain experience. You will learn heaps.

Event planning cannot happen in isolation. It must be part of your marketing strategy and must be in the form of a pyramid. At the top sits the "face" of the event.

Underneath are the various managers, sub committees and most importantly the volunteers. Everyone within that pyramid is important and you must select people with the right qualifications. Don't be afraid to contact a professional and The Fundraising Institute will provide a list of their members who could help you.

Sometimes you have to spend money to make money. Sometimes it is better to allocate some finance towards an hour talking to an expert than floundering around in the dark.

Be innovative in your approach. Anything can be turned into a glamorous event by adding a bit of pizzazz but you won't necessarily make money out of it! Try to create special events around the opportunities that you have in front of you. There is the old saying "stick to your knitting" and often it is easier to work in an environment you know and are familiar with than one that you are not confident in. For example you may be quite comfortable organising shows, catering or dinners but would not attempt to organise a triathlon. Nearly every event involves selling and marketing and if you do not understand or know your product or believe in the cause you will not feel confident approaching sponsors, selling tickets or asking for donations.

When you plan your event make sure you have a good team. That team must:

- Believe in the cause
- Have the time and will for it to succeed
- Be prepared to put in the work.

REMEMBER

Most tickets are sold in the last 8 - 10 days.

If people enjoy being part of the process and don't feel over stretched they will want to help again. So the main thing is **HAVE FUN.**

A GUIDE TO PLANNING A SMALL THEATRE EVENT

- Week 1 - 3** Confirm entertainment and venue
 Prepare a budget
 Identify businesses who may buy block bookings of seats
 and make a list of social club contacts and their fax numbers.
 Prepare flyers with the help of a graphic artist
 Seek out free publicity such as local newspapers, theatre newsletters
 and your Information Centre.
 Notify all your members to see if they could sell tickets.
 Identify the best way to sell tickets.

Print tickets in house on your computer or get a friend to do them - free!

Organise how to sell the tickets - does the committee take half and the rest be sold through a booking office etc.

Decide if you are going to have door sales or will all tickets be prepaid. Will there be any refunds and if yes under what circumstances. (This is important as if it is a very wet or cold night people often just don't turn up to collect their tickets and it is too late to onsell them).

Check the budget and plan to make sure you are on track.

Week 4

Apply for a liquor licence if needed

Approach wine merchants, supermarkets and other stores for liquor, raffle products and food for the evening. (If you serve liquor you must serve food).

Dispatch tickets to sellers.

Check your budget and plan.

Send faxes to all businesses and service clubs who had had an association with the organisation (cheaper than postage).

Week 5

Sell tickets

Check your budget and plan.

At this stage if you are not getting any sponsorship or positive vibes call it off as from this point onwards you start incurring costs but more importantly you will lose credibility with your sponsors if you call the event off at the last moment.

Week 6

Finalise sponsorship of prizes.

Make sure you have someone to do the tricky jobs like work the lights, or act as Master of Ceremonies, people to serve at the bar, people to meet and greet, people to act as ushers and others there just to do any odd jobs.

Week 7

Identify areas that need energy and rally the troops!

This is the scariest time of all when you are in that vacuum between commitment and paying the money. Remember most people don't make a decision until the last moment.

Check the budget and plan.

Week 8

Pick up sponsored goods

Arrange for raffle to be gift wrapped at the local florist

Monitor ticket sales and start to relax.

V DAY:

Make sure last minute preparations are attended to and enjoy the function.



PLANNING A LARGER EVENT I.E. AN AUCTION DINNER

(allow a minimum of 9 month)

- February** Plan, plan and plan again. Prepare your concept, work out who will be able to help, how much it will cost, what is your target, ask all the questions. Form a committee of people who can take the vision to reality.
Make a list of possible contacts, sponsors and goods to auction.
- March** Check out the venue - is it available - what do they provide for what cost - what are the add ons. If you get wine sponsored what is the corkage etc. How many free tickets are you going to give out?
How will you acknowledge your sponsors.
Gather firm quotes for **all costs** associated with the night and relook at your budget. What is the break even point?
Prepare a presentation kit for your sponsors.
Start contacting your sponsors to see if they will support the dinner
Monitor your plan - are you on track.
- April** Assess the support you have so far - do things look promising. Start asking people if they will buy tickets to the dinner. It is easier to sell tables than individual tickets. Start canvassing businesses to see if they would buy tables to support the cause.
However, remember tickets are not sold until money is paid!
- May** Revisit your plan - are you on track? If you have no sponsors and little interest in tickets then it is time to put energy into those two areas.
- June** Time to call it off if no sponsors. If you proceed it will start costing you money as you will shortly have to put a deposit on the venue and face printing costs. Up until now it has only cost you time.
- July** Start assembling list of goods for auction and their reserves. How are you going to get them to the venue? Who is going to auction them?
How will people pay for them eftpos, visa etc do you have a zip zap machine?
Sell tickets, sell tickets, sell tickets, sell tickets!!
- August** How will the tables be arranged? Do you want a theme, do you want particular colours?
Arrange printing of catalogue of goods for auction and tickets. The typesetting, proofing and printing take a lot of time and effort. What

profile do your sponsors want on the programme? What graphics do you want? Reconfirm goods for auction and sponsorship

September Are we on track? Make sure all tickets are sold at this point. If not put intense energy into selling the remaining tickets.

October Finalise arrangements with the caterer. Ensure all tickets are paid for and enjoy the night. You will be exhausted afterwards but the profit will make it worthwhile.

Meet as soon as possible afterwards to discuss what worked and what didn't **and document it.**

Don't forget to thank your sponsors and helpers

GOOD LUCK

RESOURCES AND ACKNOWLEDGMENTS

FUNDRAISING INSTITUTE OF NEW ZEALAND

PO Box 11 203, Manners Street, Wellington

0800 64 3469

www.finz.org.nz

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