

7

RAISING  
FUNDS



# community resource kit



For full details and contents of the kit please read the introduction at [www.community.net.nz/how-toguides/crk](http://www.community.net.nz/how-toguides/crk).

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As well as printed copies, the Community Resource Kit will be available on CD and online at [www.community.net.nz](http://www.community.net.nz). Any future updates to the kit and details of where to obtain further copies of it will also be posted on this website.

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# introduction



## what's in this section?

Many community organisations need to raise funds to be able to continue their work in the community or to carry out special projects. Seeking funding is one of the most important tasks facing these organisations. For a number of them it's also a difficult task – but it doesn't need to be.

In this section we will give you some tips on how to go about successfully raising funds, from how to create a fundraising plan through to completing grant applications. A lot of what is covered can be summarised into the following six-step approach to raising funds.

**Step 1:**

Gather information about your organisation

**Step 2:**

Gather information about the project or activity

**Step 3:**

Find out about funding sources and possible activities

**Step 4:**

Create a fundraising plan

**Step 5:**

Implement your fundraising plan – send out applications and complete fundraising activities

**Step 6:**

Account for funding received and evaluate how your plan worked

# fundraising plan



The most important step in successful fundraising is to have a plan. You need to take time to think through strategies for achieving that plan. Also set a timeline and break down tasks into manageable pieces.

Producing a fundraising plan involves the following 3 steps:

## 1 FIRST STEPS

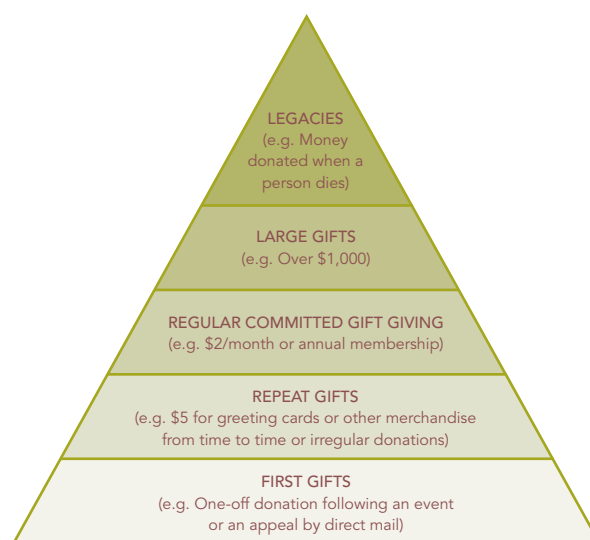
- Identify the purpose of obtaining funds.
- Check whether fundraising is really necessary – consider what's available now and whether there are other ways of achieving what you want e.g. does another group have the equipment that you could use? Rather than money, could you get a donation of a service or item instead?
- Think about who will gain from the fundraising e.g. will your target group benefit?

## 2 ONCE YOU'VE DECIDED TO RAISE FUNDS

- Establish a fundraising committee – build a team of people who will help you raise money and provide you with support in the planning process.
- Describe the exact purpose for raising funds – it's much easier to raise funds for a particular project than it is for operating costs.
- Set a budget – work out how much it will cost you to raise the funds e.g. running expenses such as salaries for professional help, rent, phone, power, printing, cleaning, stationery, transport, auditing, equipment etc.
- Set goals – work out how much money you need to raise and by when. Then break that down into manageable pieces e.g. \$100 for stationery and \$200 for travel etc. Make sure the goals are meaningful and varied – raising funds for the same thing year after year can be demoralising.
- Build a fundraising pyramid (see picture) – this is a tried and true formula for working

out how many of a certain type of donation (small, medium or major) you need to raise for a particular amount of money. This is based on the fact that people give at varying levels, depending on their capacity, motivation and, most importantly, on how much they're asked for. In most successful campaigns, one third to half of income comes from large gifts and legacies, another third comes from medium-sized gifts, and the final third comes from smaller gifts. The trick to meeting your fundraising target is to decide what amount constitutes major, medium and small gifts, and how many gifts you need at each level of the pyramid.

### Fundraising pyramid



(From *So You Want to Do Fundraising*, ICBL).

### TIP

If you ask for \$10, that's what you'll get, even from a millionaire. So be bold and ask for a reasonable amount – not too high though or you might put people off altogether! Remember to work the bottom of the pyramid by building a relationship with your one-off donors to encourage them to become regular donors. The top of the pyramid is also important because every large gift you get, means fewer small gifts you need to ask for.

- List the other (non-monetary) resources needed – check these against the resources already available: people, equipment, transport, facilities etc.
- Build a fundraising team – it's good to create a network of people who will join you in raising funds. Have those people who enjoy this type of work. Those who dislike it are better off working for the organisation in some other way.
- Consult – decide who will need to be consulted before any decisions about the fundraising venture are made. This is likely to mean getting the backing of your board.
- Evaluate (and choose) your funding options (see "Funding Options" below).
- Know how to account for any funding you might receive – this includes tax implications, keeping accurate records for your own organisation and for the funding organisation and/or donor (see *Section 6 – Financial Management*).
- Develop your strategies (including a timeline) to put your final plan into action. Make sure these strategies fit into your overall income plan.

## 3

**NOW YOU'RE READY TO ASK FOR THE MONEY**

Attend funding expos and fairs to collect information on funding. This will help you to build a resource for future reference.

**TIP**

## funding options

**LOCAL FUNDRAISING ACTIVITIES**

- Food and entertainment e.g. balls, socials or shows, wine and cheese parties, fancy dress or hat parties, picnics.
- Sales e.g. t-shirts, bumper stickers, fridge-magnets, ballpoints, tea towels (these can also promote your organisation), puppets, art works, auctions, garage sales, cake stalls, sausage sizzles (many supermarkets encourage them and even provide a barbecue), market days, calendars, cookbooks, published histories of the organisation.
- Money for labour e.g. working bees, gardening, painting, labouring, section clearing, home delivery.

- Sponsored activities e.g. swims, walks, triathlons, games.
- Exhibitions or demonstrations e.g. a celebrity match, pottery demonstration and "have a go".
- Community services e.g. rubbish collections, bottle drives (where there isn't a regular recycling service), information pamphlets, community directories.
- Competitions e.g. sports days; "top town" team events, quizzes, beach games, treasure hunts.

**RAISING MONEY THROUGH MEMBERSHIP**

- Membership fees – charge a membership fee for your organisation. Some organisations have a "sliding scale" of fees according to whether the member is unemployed, on a low income, a student, employed, or a corporate or government organisation.
- Having patrons – patrons can be selected for the status they bring to the organisation or in acknowledgement of their financial support (in this case you could consider setting a patron subscription).
- "Friends of the organisation" membership – "friends" are usually people interested in the organisation but not directly involved with it. It's a good idea to offer something to your "friends" (e.g. open days, newsletters, cheaper entrance fees, preferential booking) in return for their paying a subscription or a donation (you can suggest the amount) to the organisation.
- Business membership – this is similar to "friends" but is directed at commercial organisations.
- Local authority or government agency membership – where this is appropriate you could charge a higher membership fee.
- Major sponsors – similar to business sponsors but the contribution to the organisation might be substantially higher. For more information about sponsorship refer to the "Business Sponsorships" section below.

(From *Seizing the Moment II: Turning Community Ideas into Action*.)

## DONATIONS

Someone giving something is called a donor and the recipient of that donation is called a donee. Donations can be given by corporations, foundations and individuals. Donations also come in different forms including cash donations, donations of income (e.g. from interest or rent) and donations in kind (e.g. provision of free services or donated goods). Donors can be involved to varying degrees from little or no involvement, to active management on how the gift is used.

### Donor-donee relationship

If a donor wishes ongoing involvement in the management of their donation, they may have little formal control but considerable informal influence over the donee. The donor may or may not have expertise related to the application of the gift, but the donee may feel unable to raise any concerns as the donor has given the money and may give more in the future. This means the donor-donee relationship can start on an unequal footing. To make the relationship work there needs to be an open relationship between the donor and donee. Expectations from both parties need to be very clear from the start and may require renegotiation at a later date.

## BUSINESS SPONSORSHIPS

Sponsorship is a two-way agreement in which a company will offer cash, product or service for an association with your organisation or a particular activity.

In order to gain sponsorship you will need to clearly state what the benefits are from this association. These benefits may include company or brand exposure, potential for increased sales and /or logo placement. Your task is to highlight an opportunity for this association to occur such as a project, event or activity that is seen as attractive to the potential sponsor. It's your organisation's responsibility to follow through and deliver what you have promised.

While money is the most obvious benefit of a sponsorship, voluntary groups can also gain much from gifts in kind such as printing, transport and equipment; space for offices; payment for publicity; and volunteer work paid for by companies that have corporate volunteering programmes.

## Sponsorship strategy

A sponsorship strategy involves:

- identifying activities suitable for sponsorship
- writing a clear summary of and budget for the proposed activity
- identifying potential benefits for the sponsors
- establishing the value to the sponsor
- identifying potential sponsors and selecting who you will approach
- writing the sponsorship proposal
- approaching the sponsor
- follow up with the sponsor.

## Ways of recognising sponsors

You could put the sponsor's name on:

- clothing
- all stationery, which can be done cheaply with a self-inking stamp
- all promotional material such as entry or registration forms, posters, tickets
- notice boards at clubrooms
- cups, medals and ribbons
- a display by the sponsor in the clubrooms
- the club banner.

You could also:

- advertise the sponsor's wares or activity in programmes and club newsletters
- promote and foster the sponsor's name and products at, or during, an event, in your annual report, or at the AGM
- have the organisation or its members become involved in promotional activities for the sponsor
- give the sponsor the opportunity to market products at the venue or to the participants
- distribute the sponsor's advertising material at clubrooms or to all participants
- have the sponsor's advertising on your venue
- have the sponsor use photos of events for their own promotions.

### PROFESSIONAL FUNDRAISING CONSULTANT

Consultants advise, plan and organise events and activities with the support of, and from, the organisation. It pays to ask around other similar organisations that have used them and get a referral. The Fundraising Institute of NZ (FINZ) can help with advice on consultants specialising in particular areas. You may want to receive their bi-monthly magazine *FINZ on Fundraising*, or join one of the FINZ regional networks.

# applying for funds

Whether you're applying for public funding, a trust grant or making a sponsorship proposal, a well-presented application stands the best chance of success.

## ✓ Funding application checklist

- Obtain information about likely funding sources.
- Approach each (by phone or letter) and ask for:
  - criteria for funding – only apply for funding if you meet the criteria
  - background information about the source
  - a list of previous grants (if available)
  - copies of application forms.
- Know the application close date.
- Allow plenty of time to prepare the application.
- Draft your application (see "Application contents checklist" on following page). Complete all the relevant sections of the application form. Attach all the documents you were asked for.
- Discuss the application with the appropriate people in your organisation e.g. board.
- Finalise, type and check the application for spelling, clarity, brevity and appeal.
- Invite the funder to visit the project or to request further information.
- Be aware that networks between funding organisations and within communities are usually quite good. If you don't have a good record, or you overstate your activities in an application, or you apply for funding when you do not meet the criteria, other funders are quite likely to find out.

- Mark any items you have excluded (or included as extras) in your funding application and footnote them.
- Include any appropriate notes on budget explanations and breakdowns.
- Include, if you have them, 3-5 year development plans.
- If you need help developing a proposal, ask for it.
- List other organisations you have applied to and when you expect to hear back. Funders aren't jealous about your application but if you hear back from other funders after the application was submitted and before it is considered, tell the body being approached of any outcomes. This is particularly important if the other source turned you down.
- Type or print out your application rather than hand-writing it, because it will probably have to be photocopied.
- Get your application in well before the closing time.
- Keep a copy of the application.
- If you don't get an acknowledgement of your application after two or three weeks, ring the funding organisation and check that they have received it.
- Be aware that most funding schemes are wildly oversubscribed, often by millions of dollars. If you are turned down, try again. It didn't necessarily mean they think your project is no good – they may have just had some particularly good competing projects. Choose another organisation, rewrite the application and keep trying.
- Develop a funding calendar for your organisation which highlights all those funding bodies you can apply to on an annual basis.
- Don't forget to acknowledge your funders publicly.

### ✓ Application contents checklist

A funding application typically requires the following information, which can be altered to suit your group and the funding body:

- **Introduction** – to your organisation, its staff and volunteers, services provided, community served, numbers.
- **Legal form** – are you an incorporated society or charitable trust? Do you have an umbrella organisation willing to receive money on your behalf? Are you registered for GST?
- **The problem** – outline the problem your project seeks to address. Enclose any needs analysis, evidence or statistics.
- **Objectives** – these should be specific, achievable and able to be evaluated.
- **Procedure** – who will implement the project, how and with what?
- **Evaluation** – explain how you intend to measure whether the project was worthwhile.
- **Budget** – list all items of anticipated income and expenditure, including staff salaries and administration costs. Note any other sources of funding that you have approached for this project, and when you expect a response. State how much the organisation is providing. Attach professional quotes.
- **Request** – ask for a specific amount of money that is realistic in terms of the project budget and of the size of the grant usually made by the funding body. In many cases it will be less than the total expenses identified in the budget.
- **Contacts** – list address and phone numbers of two people who can provide the funder with any further information or clarification.
- **Referees** – list two or more referees from outside your own organisation who understand the project and support it.
- **Other information** – attach any letters of support and other materials that support your case such as media releases, annual reports, brochures, annual accounts etc.

(From *Seizing the Moment II: Turning Community Ideas into Action*).

## funding timeline

A useful tool to have when you're applying for funds is a funding timeline that documents the critical steps involved in getting a funding application completed on time. Work backwards from the closing dates to set deadlines for the major tasks associated with making an application and tick off each task as it is completed.

## public funding information

Because public funding programmes and closing dates change from time to time, it's advisable to contact the funders to find out what's available and what the application closing dates are.

In most places, your local council will have information on who those funders are in the area and what grants they have available (e.g. the Auckland City Council has a Quick Reference Guide available online from [www.aucklandcity.govt.nz/grantsandfunding](http://www.aucklandcity.govt.nz/grantsandfunding)). The Funding Information Service has a comprehensive list of community funding. The Department of Internal Affairs has information on applying for Lottery or Community Organisation Grants Scheme (COGS) grants (see [www.cdgo.govt.nz](http://www.cdgo.govt.nz) or phone 0800 824 824) and on various community funding schemes (see [www.dia.govt.nz](http://www.dia.govt.nz)).

# other things to remember



- Fundraising is all about relationships and communication. It's beneficial to thank and recognise funders as not all of them only fund on a one-off basis – they may fund again. Also, when an application is declined, find out why.
- Government agencies, corporations, foundations and trusts tend to prefer to fund finite projects that will come to an end when their aims have been achieved, rather than core costs such as salaries and rents, which are ongoing. A strategy for dealing with this is to build salary and overhead components into the cost of projects.
- There are usually special terms and conditions attached to project funding e.g. many organisations require you to have raised a proportion (commonly one-third) of the money you need for your project before you apply to them.
- Some funders will only fund organisations that are in partnership with an umbrella group or who have their own legal form e.g. registered as an incorporated society or charitable trust. For more information about becoming a legal entity refer to *Section 3 – Organisational Structures*. Other funders may put limits on the size of any grants they make to groups operating without a legal form e.g. they may fund up to \$5,000. Funders are also starting to specify that they will fund only those organisations registered with the Charities Commission (refer to [www.charities.govt.nz](http://www.charities.govt.nz)).
- Unitec has some Community Funding courses available especially for not-for-profit and community organisations. For further information on these courses, refer to Unitec's website [www.unitec.ac.nz](http://www.unitec.ac.nz). Alternatively, you can contact Unitec Course Information on freephone 0800 10 95 10 or phone (09) 815 2945 or email [courses@unitec.ac.nz](mailto:courses@unitec.ac.nz).

# where to go for more information



## publications

**Title:**

*The Beginner's Guide to Sponsorship*

**Details:**

A practical guide for not-for-profit organisations looking for their first sponsorship. It covers finding sponsors, making applications and communications strategies etc.

**Author:**

Heather Newell

**Publisher:**

Foresee Communications Ltd

**Website:**

[www.foresee.co.nz](http://www.foresee.co.nz)

**Publication date:**

1995

**Pages:**

36

**Format:**

Book

**Cost:**

\$35 incl postage.

**Title:**

*Managing Your Voluntary Agency in New Zealand: A Handbook (Chapter Six: Managing Finances and Raising Funds)*

**Details:**

Covers everything voluntary sector managers need to know about managing a voluntary agency including raising funds.

**Publisher:**

New Zealand Federation of Voluntary Welfare Organisations

**Website:**

[www.nzfvwo.org.nz](http://www.nzfvwo.org.nz)

**Publication date:**

1993

**Pages:**

168

**Format/availability:**

Book. May also be available from some libraries.

**Cost:**

\$25.00.

**Title:**

*Seizing the Moment II: Turning Community Ideas into Action (Chapter E: Getting Money)*

**Details:**

Covers a range of topics for new community workers including fund raising.

**Author:**

Many people contributed

**Editors:**

Colin Gunn and others

**Publisher:**

Community Work Training Advisory Committee, Nelson

**Publication date:**

1994

**Pages:**

96

**Format/availability:**

Book. Now out of print but may be available from some libraries.

**Title:**

*Fundraising in New Zealand*

**Details:**

This monthly newsletter provides practical advice on fundraising techniques, profiles of successful fundraising ventures, news about conferences, courses and resources.

**Publisher:**

Foresee Communications Ltd

**Website:**

www.foresee.co.nz

**Publication date:**

Monthly

**Format:**

12 page newsletter

**Cost:**

6 issues for \$75 (plus GST).

**Title:**

*Sponsorship Profile*

**Details:**

Covers everything about sponsorship in New Zealand and overseas. Contains sector review, how-to guides, information on trends and sponsorship issues.

**Publisher:**

Foresee Communications Ltd

**Website:**

www.foresee.co.nz

**Publication date:**

Monthly

**Format:**

8 page newsletter

**Cost:**

11 issues for \$150 (plus GST) for not-for-profits.

**Title:**

*Preparing Funding Applications* (ref: 316)

**Details:**

Step by step guide to preparing funding applications using a team approach. Includes: getting started, planning, costing your project, gathering the information, FAQs, understanding funders' requirements.

**Publisher:**

North Shore Community and Social Services Inc.

**Website:**

www.nscss.org.nz

**Publication date:**

2006

**Format:**

Hardcopy or CD

**Cost:**

\$15 (plus post) hardcopy or \$40 (plus post) for a full set of 3 funding resources on CD.

**Title:**

*Guide to Funding Strategies* (ref: 301)

**Details:**

Includes sponsorship, direct mail campaigns, event planning, donor relationships etc.

**Publisher:**

North Shore Community and Social Services Inc.

**Website:**

www.nscss.org.nz

**Publication date:**

1997

**Pages:**

32

**Format:**

Hardcopy or CD

**Cost:**

\$15 (plus post) hardcopy or \$40 (plus post) for a full set of 3 funding resources on CD.

**Title:**

*Funding Series Fact Sheets* (ref: 401)

**Details:**

10 fact sheets on all aspects of funding including preparing for funding, funding calendar and portfolio, marketing plan, legal issues, sponsorship, database management, accountability and monitoring.

**Publisher:**

North Shore Community and Social Services Inc.

**Website:**

www.nscss.org.nz

**Publication date:**

Updated 2005

**Pages:**

10 x 4 page fact sheets

**Format:**

Hardcopy or CD

**Cost:**

\$20 (plus post) hardcopy or \$40 (plus post) for a full set of 3 funding resources on CD.

**Title:**

*Funding Directory – Auckland Region* (ref: 501)

**Details:**

A comprehensive directory of fund providers for not-for-profit groups, including separate listings of funders in Auckland, North Shore, Waitakere, Manukau, Papakura, Franklin and Rodney. Covers funders of social services, community, arts, sports, environment, disability, schools, cultural etc.

**Publisher:**

North Shore Community and Social Services Inc.

**Website:**

[www.nscss.org.nz](http://www.nscss.org.nz)

**Publication date:**

Updated early 2006

**Pages:**

96

**Format:**

Hardcopy only

**Cost:**

\$15 (plus post).

**Title:**

*The Grantseekers Guide to Successful Funding Applications*

**Details:**

Advice on making successful funding applications.

**Publisher:**

Trust Waikato

**Website:**

[www.trustwaikato.org.nz](http://www.trustwaikato.org.nz)

**Publication date:**

2002

**Pages:**

26

**Cost:**

Free.

**Title:**

*Funding Hamilton and Waikato Region 2006*

**Details:**

Comprehensive information about possible funding sources.

**Publisher:**

Hamilton City Council

**Website:**

[www.hamilton.co.nz](http://www.hamilton.co.nz)

**Publication date:**

2006

**Pages:**

96

**Format:**

Hardcopy handbook

**Cost:**

\$35.00.

## online resources

**1. The Funding Information Service (FIS) –** New Zealand's leader in funding information for voluntary organisations, whānau, hapū and iwi organisations, community groups and individuals. It's an independent, not-for-profit organisation maintained by income from subscriptions to its databases and services. FIS manages searchable computer funding information databases:

- FundView – grants from trusts and foundations
- BreakOut – grants for individuals
- Corporate Citizens – a directory of corporate community involvement.

You can access these databases at a large number of free public sites e.g. public libraries, the Department of Internal Affairs regional offices and Rural Education Activities Programme (REAP) offices. Subscriptions are also available. The website can help you find public sites close to where you live. For more information contact:

PO Box 1521, Wellington, Ph: 04 499 4090  
Email: [info@fis.org.nz](mailto:info@fis.org.nz), Website: [www.fis.org.nz](http://www.fis.org.nz).

## 2. The Fundraising Institute of New Zealand (FINZ)

– the professional body for those employed in or involved with fundraising, sponsorship and events in the not-for-profit sector. It aims to promote and uphold professional and ethical fundraising and encourage the development of philanthropy in New Zealand.

FINZ has information sheets, which are available free online by searching their website under “Basic Information”. These information sheets cover how to raise funds, hiring a fundraising consultant, the donor bill of rights etc. For more information contact:

PO Box 11203, Wellington, Ph: 04 499 6223  
Email: [finz@fundraising.org.nz](mailto:finz@fundraising.org.nz),  
Website: [www.fundraising.org.nz](http://www.fundraising.org.nz).

## 3. Philanthropy New Zealand

– the peak body that brings together New Zealand’s leading private philanthropists, trusts, foundations, businesses and the community trusts created when community banks and energy utilities were sold. It’s primarily for organisations that give money but contains some useful information for groups receiving that money, including “Philanthropy News” – the official quarterly publication of Philanthropy New Zealand. This is available free online by searching their website under “Knowledge Baskets/Kite Matauranga”. For more information contact:

PO Box 1521, Wellington, Ph: 04 499 4090  
Email: [info@philanthropy.org.nz](mailto:info@philanthropy.org.nz),  
Website: [www.philanthropy.org.nz](http://www.philanthropy.org.nz).

## 4. Sport and Recreation New Zealand (SPARC)

– an organisation that has a directory of potential sports and recreational funding sources, which has been developed in conjunction with the Funding Information Service. For further information visit the website [www.sparc.org.nz/about-sparc/funding](http://www.sparc.org.nz/about-sparc/funding).

5. **CommunityNet Aotearoa** – an internet resource that contains a “Funding How-to Guide”, which provides a starting point for finding funding, and information and advice about applying for grants, sponsorship and other types of funding. This guide is updated each month and is maintained by the Department of Internal Affairs and the Funding Information Service. For further details visit the website [www.community.net.nz/How-ToGuides/Funding](http://www.community.net.nz/How-ToGuides/Funding).

6. **FundraiseOnline** – an online donation service where anyone can build their own personal fundraising web page, complete with secure credit card donation processing facilities. All money raised is then passed directly and automatically to the nominated charity. Using this online system means that you don’t have any messy handwritten forms to handle, money to collect and receipts to issue. It’s all done for you, saving all charitable fundraisers time and money. FundraiseOnline charges a low 5% service fee deducted from the transaction, and net proceeds are remitted directly to the nominated charity. Charities listed on this website have agreed to meet the transaction charges. This site is a free service to fundraisers. For further information visit the website [www.fundraiseonline.co.nz](http://www.fundraiseonline.co.nz).

## 7. International Campaign to Ban Landmines (ICBL)

– a website for a network of more than 1400 non-governmental organisations (NGOs), in 90 countries, working towards banning mines. The website contains some useful guides including *So You Want to Do Fundraising?* See their website [www.icbl.org](http://www.icbl.org).