

**“How to Change the World”: Writing an Online Sustainability Leadership Manual for  
Young Australians**

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Submitted in partial fulfillment of the requirements for Australia:  
Sustainability and the Environment, SIT Study Abroad, Fall 2007

**ABSTRACT:**

Under the direction of the Centre for Sustainability Leadership (CSL) in downtown Melbourne, VIC, three articles were written for the CSL online manual entitled “How to Change the World”. These articles contain straightforward, easy-to-read answers to questions young people have regarding sustainability and leadership in their community. The three questions include: “Should I register my not-for-profit? If so, how do I?”, “How do I fundraise for my organization? And do I need to register as a Fundraiser?”, and “How to I sell the idea of sustainability (or change in general) to my boss?”.

This online manual will remove the barriers young adults face in creating change by simplifying complex issues and making information readily accessible. Furthermore, the manual will arm these individuals with skills and knowledge for leadership and help them care for the world they will soon inherit.

The following paper details the process of compiling the online articles, the insight gained from doing so, conclusions and reflections, and suggestions for further research.

**ISP Topic Codes:**

206 Business Education  
232 Environmental Education  
508 Business Administration

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## **1. ACKNOWLEDGEMENTS:**

First and foremost I would like to thank my advisor Larissa Brown (Executive Director of the Centre for Sustainability Leadership) for letting me be a part of her organization, giving me wonderful guidance, and for motivating me to be a leader in sustainability. I would also like to thank Joe Grant of CSL for showing me the workings of the organization and helping me get a solid start on my Melbourne experience.

Thank you to Tamsin Young for being a fantastic landlord, friend, and inspirational interviewee. Also to Cam Walker (Campaign Coordinator for Friends of the Earth Melbourne) for taking the time out of his busy day to explain the ins and outs of fundraising. Thanks to the support team at Consumer Affairs Victoria for answering my endless questions both over the phone and via email. And thanks Mom for giving me fundraising tips and writing advice.

Lastly, thank you to Australia Post, Friends of the Earth and the Centre for Sustainability Leadership for letting me use them as case studies in my manual.

## 2. INTRODUCTION

Those of us with a strong understanding of our global environmental crisis know that big change is needed, and needed now. Deforestation, water shortages, shifting climate regimes, soil erosion and desertification, rising population, and pollution of our air, water and land are leading to increased poverty, hunger, disease and inequality. The already enormous list of global issues related to environmental degradation grows every day and the pressure to respond is overwhelming. However, because of the impossibly slow reaction time of Western political and bureaucratic systems, the “concerned” often develop a defeatist attitude. Thus, it seems that grassroots organizations and individuals have the greatest potential to empower the masses and inspire change.

The Centre for Sustainability Leadership (CSL) of Melbourne VIC is one such organization offering promise to the world. They have recognized the exceptional passion of young adults for the environment and the welfare of their fellow citizens. Through monthly newsletters, podcasts, and sustainability programs, CSL hopes to turn these passionate young people into community leaders and responsible global citizens.

The Centre for Sustainability Leadership is a relatively new organization, made up of only 10 or so board members and a handful of interns. Currently, most of their time and funding goes towards their “Future Sustainability Leadership Program”. This scholarship based 8-month program offers participants “weekly workshops, innovative sustainability projects, retreats and mentoring by top experts” ([http://csl.org.au/index.php?page\\_id=7](http://csl.org.au/index.php?page_id=7)). Though this program is surely impacting local communities in a positive way, CSL is only able to educate and train 25 young leaders a year. Recently, the members of CSL decided to found a new project that would reach a broader audience. It was decided that connecting with the greatest number of young adults could be achieved through their website.

When CSL went to develop this project, they began with an understanding of the barriers young people face to initiating change in the world. These include a lack of practical solutions to simple problems and ignorance of the support resources available. It became clear that the potential in this generation is enormous; they just need the right guidance. From that idea, the following independent study project was born.

Under the direction of CSL, I became the first intern to work on their online manual entitled “How to Change the World”. This manual will be available to Australians in the coming

year on the CSL website, and will address practical questions they need answered in order to lead their communities towards a sustainable future. Some example questions include “How do I set up a website?”, “How to I get not-for-profit status?” and “How do I get the media interested in my project?”

Other “change the world” manuals have been written in the past, but most if not all come in book form, meaning readers must pay for the answers. For instance, a quick search on amazon.com brings up numerous titles such as *How to Make the World a Better Place: 116 Ways You Can Make a Difference*, *It's Easy Being Green: A Handbook for Earth-Friendly Living*, and *Living Green: A Practical Guide to Simple Sustainability*. Something else you might notice from this search is that most of these manuals deal with environmentally friendly actions, but fail to address other aspects of people’s lives where sustainability could be introduced. It’s not just about changing to compact fluorescent light bulbs and driving less; sustainability can be achieved through altering business practices, starting new organizations, and through community based education, just to name a few.

It’s true that questions relating to these above topics have been addressed before, but never have the answers been brought together in one location. This point presents another barrier to creating change. If people have to spend large amounts of time searching for answers, they are likely to become discouraged and give up. Thus, CSL’s goal is to do the hard work for them, bring all answers together in one place, and provide a comprehensive manual to the passionate young adults of Australia.

The following sections of this paper will demonstrate the process of compiling research and interviews into concise, easy-to-read answers for CSL’s manual on “How to Change the World”.

### **3. METHODOLOGY**

The Centre for Sustainability Leadership is based in downtown Melbourne, Victoria. In order to meet with my advisor on a relatively frequent basis, this study was conducted in its entirety within the City of Melbourne and its suburb of Fitzroy. Additionally, because of the nature of the questions I was assigned, all research was done online or over the phone. Sites for this research included the Fitzroy Public Library and the State Library of Victoria. All writing was done either at those two locations or in the computer room of my house in Fitzroy.

#### **3.1 Initial Stages**

To begin, I was assigned three questions for the new manual by the Executive Director of CSL, Larissa Brown. The questions were: “Should I register my not-for-profit? If so, how do I?”, “How do I fundraise for my organization? And do I need to register as a Fundraiser?”, and “How do I sell the idea of sustainability (or change in general) to my boss?” (For justification on why these questions relate to sustainability refer to the “Why that Matters” sections on pages 8, 18 and 23).

Next, I was provided with a basic outline for my answers, including section headings and the general format. Section headings included: Title Question, Why That Matters, The Basics, The Advanced Stuff, The Story (case study), Tips and Tricks, The Secret, and Key Resources.

Finally, I was given tips on writing style, such as being concise, straightforward, and comprehensive. Because I was the first intern to work on this project, there was no example piece available, yet this allowed me to take my writing in whatever direction I felt was the most helpful to the readers.

#### **3.2 Basic Research**

All independent research for this project was conducted online. Therefore, research began by studying all pages on the web that were relevant to my questions. Any pertinent information was copied into word documents for further reading.

This stage of my ISP happened between Tuesday Nov.13 and Monday Nov.19.

##### **3.2.A Registering**

The main source of information for registering was the Australian Securities and Investments Commission: Australia’s corporate, markets and financial services regulator. Their website (<http://www.asic.gov.au>) contains a section on starting a company or business, including

how to become an Incorporated Association or a company Limited by Guarantee (this is essentially what it means to register). Because incorporating is something you do on a state level, the site offered links to the appropriate government body in each Australian state. From these locations I was able to find a basic description of what it means to become an Incorporated Association or a company Limited by Guarantee, requirements for doing so, and applications. (See initial research findings on page 32 in the Appendix.)

### **3.2.B Fundraising**

All information for this answer came from Our Community, a leading social enterprise in community-group support. Their website offers web addresses for state entities that register your organization as a fundraiser, as well as 10 major links relating to fundraising. Some of these include “Samples of Grant Writers”, “Success Stories”, and “Top 10 Free Fundraising Ideas”. Our Community has also written the most fantastic and comprehensive guide on fundraising called the “Complete Community Fundraising Handbook”. This was a huge source of information for the six pillars of fundraising I addressed in my answer. (See initial research findings on page 37 in the Appendix.)

### **3.2.C Selling Sustainability to Your Boss**

For general suggestions on selling change to your superiors, I consulted an article by Michelle Neely Martinez called “Selling Your Ideas to the Boss” (found on [graduatingengineer.com](http://graduatingengineer.com)) and a book entitled *The 7 Habits of Highly Effective People* by Steven Covey. (See initial research findings on page 39 in the Appendix.)

## **3.3 Writing the First Draft and Contacting Potential Interviewees**

Once all initial research was complete, I met with Larissa Brown to discuss the outline of each of the three answers, as well as possible leads for interviews. After this, I began writing each answer, finding additional information online when needed. Throughout this process I also contacted members of the Australian Securities and Investments Commission as well as Consumer Affairs Victoria for clarification of technical information.

During this first stage of writing I also contacted several leads for interviews. For fundraising, I phoned a list of small not-for-profits in the City of Yarra. I thought it would be best to use local examples so that readers could recognize the names of the not-for-profits and possibly contact them for future questions. To find corporations with a sustainability ethic (for

the question on selling change), I consulted the 2007 SAM Sustainability Index and the 2007 Banksia Awards list of recipients. This brought me to the Westpac Banking Corporation, where I attempted to contact the board of directors about introducing sustainability into their business practices. Finally, for the question on registering, I received Larissa's permission to use CSL as a case study for becoming a company Limited by Guarantee.

The process described above happened between Tuesday Nov.20 and Sunday Nov.25.

### **3.4 Interviews**

After a week of contacting potential interviewees, three meetings were finally set-up. My first interview took place on Sunday Nov.25 at the home of Tamsin Young, an employee of Australia Post who convinced her corporation to participate in The Big Switch Off: an annual event where groups and individuals voluntarily shut off their power for a full 24 hours to reduce CO<sub>2</sub> emissions and take a stand against global warming. The information from this interview provided the answers for the case study section, as well as the "tips and tricks" for the question on selling change to your boss.

The second interview was conducted on Tuesday Nov.27 with Larissa Brown to learn about CSL becoming a company Limited by Guarantee. This became the case study for the question on registering.

Finally, I met with Cam Walker, Campaign Coordinator at Friends of the Earth (FOE) Melbourne to discuss fundraising at their organization. FOE is an extremely well-known organization in Melbourne, yet they are still small enough to be the perfect real world example for grassroots fundraising. This informed the case study, tips and tricks, and "the secret" sections of the fundraising question.

(For interview questions, refer to page 42 in the Appendix)

### **3.5 Fact Checking and Final Revisions**

To ensure the accuracy of the information in each manual answer, fact checking was done on the final drafts. For the registering question, a copy of the piece was sent to the Assessment Team at Consumer Affairs Victoria. Next, Tamsin Young forwarded a copy of the "selling change to your boss" answer to her superior. This was for fact checking as well as permission to publish the information on Australia Post.

Finally, the completed answers were sent to Larissa. Before publication, they will be revised by a member of the CSL team with legal experience in order to prevent plagiarism or copy right infringement.

### **3.6 Limitations and Shortcomings**

When it came to gathering information for my writing, each question presented me with unique limitations. For the question regarding registering, I found it quite easy to find all the information I needed in just a few locations. This is due to that fact that registering is a process defined by state and federal governments, and thus there are practically no alternative interpretations of the information or processes. However, for fundraising and selling change to your boss, there seemed to be endless suggestions for success. Because of this, I recognize that my answers may not offer every possible solution to those questions.

Another inevitable shortcoming of my write-ups appears in the case study sections. Because I only used one real world example for each case study, there is certainly an under representation of ideas and approaches to success.

## 4. RESULTS

The following sub-sections contain the final products of my research for the Centre for Sustainability Leadership. Below you will find the answers to three manual questions just as they will appear on the CSL website in 2008.

### 4.1 Fundraising

**Title Question:** How do I Fundraise? And do I need to register as a Fundraiser?

**Why that Matters:** As their name suggests, not-for-profits have goals other than making money. They work to educate, protect, and assist members of the local society through various initiatives. In doing so they foster a more healthy and sustainable community. But we all know that projects can't happen without the proper funding. Not only that, but operating costs for an organisation can really add up. Renting office space, printing materials, paying the phone bill, buying supplies, holding meetings and all such costs that come with running a company are too much for just a handful of people to finance. The good news is there are heaps of money and resources out there for your organisation; all you need is the right fundraising strategy.

**The Basics:** According to Our Community, the leading social enterprise in community group support, there are six "pillars" of fundraising.

1. Donations
2. Grants
3. Community Business Partnerships
4. Memberships/Alumni/Friends
5. Special Events
6. Earned Income

Together, these six sources can help your organisation thrive. But the key is to diversify. If you concentrate all of your time and resources into pursuing funds within two or three groups, you'll leave yourself exposed. Building a varied fundraising strategy lowers your risk and strengthens your chance of meeting your proposed budget. This is one of the most critical aspects of fundraising.

The next section will cover the specifics of fundraising in each category. For now, let's address the question of whether to register your organisation as a fundraiser. Because registration happens on a state level, there are no universal qualifications. For example, South Australia requires just about every fundraiser to register, yet the Northern Territory only requires groups selling raffle tickets to do so. Additionally, some states only need you to register if your organisation raises more than \$10,000 - \$15,000 a year. To learn your state's requirements, visit the appropriate website from the list in the Key Resources section below.

**The Advanced Stuff:** (The following information is from the Our Community "Complete Community Fundraising Handbook", yet this version is simplified and abbreviated. We highly suggest you invest in this straightforward, comprehensive guide. You can find it online at <http://www.ourcommunity.com.au/newbooks>)

### **1. Donations**

Individual donors are an essential part of every fundraising scheme. Each donor affirms their belief in your organisation's mission, as well as your success. Additionally, they tend to stick with you and increase their donations over time. Yet not all donors are created equal; on average, 80% of your donations will come from 20% of your contacts. So how do you find those big players?

Start by collecting names from the following resources:

- The board/committee of management
- Members
- Previous donors to your organisation
- Clients
- Staff
- Donors to other organisations in your area/field
- People with connections to your community
- Individuals or Businesses with interests similar to yours

Once you have a list, try and draw up a profile for each candidate. Think about their past giving history, where their interests lie, and why they would be attracted to your organisation's

mission. Then, build on this information when you finally make contact. Be honest, sincere, and persistent during your conversation; you want to build a solid relationship. Finally, remember that your big donors are more than a source of money. Donors can bring valuable skills, talents, and further personal connections to the table. Get them involved, consult them on projects and make them a part of the decision making process.

Besides the big donors, you'll still want to solicit the general public. But start with friends, associates, current donors, lapsed donors, volunteers and board members. People are likely to give more to an organisation they know well, or have at least heard of. You may contact them through direct mail, your website or phone.

Two final tips:

- Planned, or monthly giving is much better than one time donations. It builds a relationship and allows more time to contact new donors.
- You can never thank your donors enough. Let them know how much they matter to the success of your organisation.

## **2. Grants**

Billions of dollars in grant money is given to Australian organisations each year. The money is out there, but it's up to you to find the right grantmaker and present them with a winning application.

Start by looking in the following three sectors:

- The government
- Philanthropic organisations
- Corporate entities

Together they offer grants in several categories: health, community support, capacity building, specific target groups, and those targeting risk.

To determine which grants to go for, take some time to identify the goals of your organisation as well as the goals of grantmakers. Doing your homework at this point is extremely important. You want to do the best to make a good match between your organisation and the grantmaker. Because grantmakers are interested in fulfilling their mission, you'll want to demonstrate how you will compliment them.

Once you've got a list of potential sponsors, its time to apply.

Here are some tips to writing a winning application:

- Take your time and follow the instructions carefully
- Call the grantmaker to make sure you meet the criteria
- In your write-up, be clear, simple and concise
- Make sure you include any attachments or additional information required
- Demonstrate that the community supports your organisation. You can even collaborate on the application
- Show evidence of sustainability within your organisation. Are you in it for the long run?
- Be unique
- Have a clear vision, and state your goals and objectives

Once you've sent in the application, be persistent. Follow-up and make sure they received your application. You can also ask when they will make a decision. If you get turned down, don't give up, simply improve your application and try again.

Finally, if you are successful in winning a grant, give plenty of thanks and don't forget to report back frequently on what you've accomplished . Pictures can tell a story well, so include them with reports. And an invitation to an organisational event or get together contributes to building a long lasting relationship with your donor.

### **3. Community Business Partnerships**

Partnering with businesses in your community can provide your organisation with a wide range of assistance. They may offer you:

- Volunteers
- A collection point for donations
- Goods/services/resources
- Pro-bono or discounted services or products
- Sponsorship
- Shared premises
- Donations

It's important to consider this list of options, and be clear about the nature of the relationship you would like to have with the partner business. Make sure your goals match theirs and that they can provide you with what you need.

The first step is to look for like-minded business. Do they have similar goals or interests? Then, it's essential that you find the right person to speak to. Will it be the manager, a communication representative? Several people might turn you down, but if you do your research the right contact might just say yes.

Once you find someone to speak to, concentrate on showing them how they will benefit from the partnership. If you're the one asking for assistance, it's clear that you will benefit as well. So don't focus on your needs, focus on your image and how it compliments theirs. What is it that you can offer them?

If you are successful in finding a partner, follow these steps to ensure a solid start:

- Find a liaison, assign responsibilities
- Introduce your people to their people
- Make sure your people know about their product
- Include information about your partnership in all your future publications
- Get their people involved, invite them to events
- Format your official reports in their desired format
- Make sure your evaluations have relevant information that they are interested in
- Plan media appearances and photo opportunities
- Develop appropriate signage
- Inform your members of the partnership
- Monitor progress, schedule regular meetings
- Celebrate success and improve where its needed
- Make communication a top priority

#### **4. Memberships/Alumni/Friends**

The individuals in this category are often confused with donors. It's true that your members may donate via an annual membership fee, but they serve a much bigger purpose in the

fundraising scheme. These people can be enlisted as volunteers and advocates for your cause. They are also a great source for contacts and networking opportunities.

Tips on Acquiring Members and Keeping Them Happy:

- Make your marketing materials attractive to potential members
- Appoint a membership coordinator
- Have a membership season
- Avoid joining fees
- Make it easy to join
- Provide membership services
- Build your profile by using public relations
- Ask for fees, but give something back (invitations to special events, letters of thanks, varying status and rewards for level of involvement, individual tours...)

It's also important to keep your members involved. Allow them to give feedback, and keep them updated on projects, partnerships, or anything new happening with your organisation. Newsletters are great, but make sure the members are getting something above and beyond the general public.

### **5. Special Events**

Special events have several pros and cons. On the positive side, the possibilities for a fundraiser are endless and planning allows for great creativity. However, the task of organising a successful event can be daunting and making enough money to warrant the time, energy and funds that went into it can be tough. But if you're up to the task, it's a great way to establish your presence within the community.

First, consider:

- The size of the event
- Your budget
- Risk level (payback from investment)
- Number of volunteers needed
- Level of charity (are people getting anything in return for donations?)
- Margin of profit on items sold

Now brainstorm a list of possible venues within your community. Are there any spaces nearby that could easily be rented or used for free? What events would work best in those spaces?

Next, think about:

- What resources/contacts you already have. If someone you know is in band, have a concert. Do you have a connection with a restaurant in the neighborhood that could cater a progressive dinner at a reduced price? Is there a karaoke machine sitting in your basement that could be used as entertainment at a get together? Just start asking around, you are bound to find something.
- How many money making activities you can put into one event. What about having a raffle or silent auction at your dinner? Could you sell refreshments or merchandise at your walk-a-thon?
- Whether kids can attend. They are great for encouraging people to buy buy buy, whether it's more food or another item up for bid.

Once you've settled on your event, spend plenty of time budgeting. Run different scenarios, calculate your risk, include all costs and be honest. You don't want to lose money or come up too short of your expectations.

Before holding a special event, consider whether or not it's right for your organisation. It will undoubtedly be a lot of work. But if you're confident in your planning abilities and know that attendance and participation will be high, it's a great way to establish yourself in the community. Also, if your first event goes well, make it an annual tradition. Things will always be better with each consecutive year. Word gets out, people bring their friends, sponsors are willing to donate more, and so on.

## **6. Earned Income**

It may seem contrary to the meaning of not-for-profits, but charging people for services or other resources is something your organisation shouldn't rule out. You'd be surprised at what you have to offer, and what people are willing to pay. For instance, do you have a space in your office that could be rented out for meetings or events? Do your employees have a specialized knowledge that could be spread through lectures or conferences? Take the time to brainstorm a list of your organisation's resources, and then research what you might be able to charge for

them. It's amazing the potential for money making that's hiding in what you already have. Consider the possibility of a sliding fee scale for services you offer too. It's been shown that people actually feel better paying a small fee for something rather than getting it for free. Even \$2 or so per client can add up! Have this discussion with your staff.

Another source of earned income can be the sale of items/goods. These could be items you sell as a supplement to your services, or during a "product fundraiser". Product fundraising includes bake sales, items sold at table events, merchandise at gift stores, and so on. When finding products to buy and resell, make sure the item fits your organisation and fits your community. Then, try and minimize initial cost. Ask yourself...

Can we get it donated for free?

Can we make it ourselves?

Can we get it under wholesale price? If not, what's the wholesale cost?

Don't be afraid to ask for donations. If you don't, the answer is always no. And play up your not-for-profit status, it can really help.

**A Real World Story:** Friends of the Earth (FOE) is a not-for-profit organisation concerned with social and environmental justice. They work to empower individuals and build a sustainable future through community projects.

Their campaign coordinator Cam Walker was kind enough to answer some questions about the successes and challenges of fundraising at FOE.

To begin, we discussed the fundraising scheme of FOE in it's relation to the six pillars of fundraising developed by Our Community. Not surprisingly, **members** and **friends** make up the foundation of financial support at FOE. Their monthly contributions and donations during fundraising drives really add up. Additionally, they are the ones who help spread the word and develop a positive status for FOE within the community. Finally, they attend annual events and make such risky investments truly pay off.

Each year, FOE puts on two major **events**. The first is "The Ball", a fancy-dress themed event that offers attendees a lavish organic feast and live music for an entry price of \$35-\$40. With 400 people attending the event and purchasing drinks throughout the night, FOE usually brings

in between \$10,000 and \$16,000. The second event is the annual street festival. It features café and bar beverages, a rummage sale, food, and information tables. Other not-for-profit and neighborhood groups are encouraged to set up booths as well. The combination of these events provides FOE with two critical things. While the first provides a substantial boost to their yearly budget, the second gives thanks to the community and acts as a great advertising tool for their organisation.

Another fundraising tool used by FOE is the **tables** they set up at local events. Merchandise is sold at these tables, but their main goal is to get a few donations and build their list of contacts. Next, FOE does apply for a few **grants** each year, but they find most sponsors are more interested in the “charismatic megafauna” than environmental justice programs. Thus, this makes up a smaller portion of their funds than you may expect.

Finally, FOE runs a café and gift shop on the bottom level of their Fitzroy (VIC) office space. This **earned income** is really just a way of paying the bills, but the shop also attracts potential supporters and friends.

### **Tips and Tricks from Friends of the Earth:**

Challenges to fundraising that you should consider:

- Attempting to build a culture that thinks about fundraising and wants to donate can be difficult
- It takes money to raise money; a bigger infrastructure is needed for big fundraising
- Remembering economies of scale when planning a large event

Other tips for success:

- Really demonstrate how you’re spending your money to your big donors
- Build networks wherever possible
- Organisations and fundraising schemes take time to grow. Slow and steady is the way to build a solid foundation.

**The Secret:** The reality is most fundraising is done by people over the age of 35 at organisations that have been around for a while. Subsequently, there are sectors of society that are rarely targeted because they aren’t understood by the older generations. But as Cam Walker of

Friends of the Earth points out, there is enormous potential for young people to fundraising within groups that have never been tapped. Younger people have the advantage of segment marketing, or marketing within their unique scenes. Thus, the secret is to adapt all of the information you've just read and develop a distinctive fundraising scheme that targets the interests of your generation.

### **Key Resources:**

#### Fundraising:

- Our Community: World-leading social enterprise that provides 15 Knowledge Centres spanning all aspects of running a community group and comprising a range of resources, training, advice and tools – for Australia's 700,000 community groups and schools, as well as practical linkages between the community sector and the general public, business and government.

Website: <http://www.ourcommunity.com.au>

- Pro Bono Australia: A leading provider of resources to Australia's Not for Profit sector

Website: <http://www.probonoaustralia.com.au/>

- Philanthropy Australia: A not-for-profit organisation connecting trusts, foundations, families and individuals with community groups in Australia

Website: [www.philanthropy.org.au/](http://www.philanthropy.org.au/)

#### Registration:

- Australian Capital Territory

Charitable Collections License Applications

Canberra Urban Parks and Places

PO Box 352

CIVIC SQUARE ACT 2608

Telephone: (02) 6207 2500

Website: [www.charitable.canberra.net.au](http://www.charitable.canberra.net.au)

- New South Wales

Office of Charities

Department of Gaming and Racing

Level 7, Corner Hay & Castlereagh Streets, Sydney

GPO Box 7060 Sydney 2001

Telephone: (02) 9995 0666

Website: [www.dgr.nsw.gov.au](http://www.dgr.nsw.gov.au)

- Northern Territory

Territory Business Centre

Development House

76 The Esplanade

GPO Box 4160

Darwin NT 0801

Telephone: 08 8924 4280

Website: <http://www.nt.gov.au/justice/>

- Queensland

Office of Fair Trading

GPO Box 3111

Brisbane, QLD, 4001

Telephone: 1300 658 030

Website: [www.fairtrading.qld.gov.au](http://www.fairtrading.qld.gov.au)

- South Australia

Office of the Liquor and Gambling Commissioner

9th Floor, East Wing

Zurich Building,

50 Grenfell Street

ADELAIDE SA 5000

Telephone: (08) 8226 8410

Website: <http://www.olgc.sa.gov.au/>

- Victoria

Victorian Consumer & Business Centre

113 Exhibition Street

Melbourne 3000

Telephone: 1300 55 81 81

Website: <http://www.consumer.vic.gov.au/>

- Western Australia

Administrative Officer, Charitable Collections

Advisory Committee

Department of Consumer and Employment Protection

219 St Georges Tce, Perth Western Australia

Telephone: (08) 9282 0832

Website: [www.docep.wa.gov.au/charities/](http://www.docep.wa.gov.au/charities/)

## 4.2 Registration

**Title Question:** Should I Register my Organisation? If so, How do I Register?

**Why that Matters:** Not-for-profit organisations are fundamental to making change at a local level. They pioneer projects that bring community visions to life, and are instrumental in making sustainability a reality.

In order to run your not-for-profit and finance community projects, your organisation will likely want to fundraise, make investments in property, and acquire other assets. To protect your members from liability, you'll want to "register". This will also make your organisation legitimate in the eyes of potential donors and partners.

**The Basics:** Registering your organisation can go one of two ways: you can either become a company Limited by Guarantee or an Incorporated Association. Both of these classifications create a legal entity for your organisation separate from its members. This means that your company can independently own property, sue, and be sued.

In the next section, the differences between being a company Limited by Guarantee and being an Incorporated Association will be described in full, but there are several big distinctions to consider. See which category your organisation might fit into:

	<u>Incorporated</u>	<u>Limited by Guarantee</u>
Size	Small, locally based	Large, with multiple branches
Jurisdiction	One State (Victoria, NSW)	All of Australia
Application Fee	\$55.10 - \$110.20	\$330 - \$400 (possible hidden fees)

Once you've decided which category seems to fit you best, a list of qualifications, steps to take and applications can be found online.

- To apply to be a company Limited by Guarantee visit:

Australian Securities and Investments Commission

<http://www.asic.gov.au>

- To Incorporate visit your state's website from the list below

Register General's Office – Australian Capital Territory

[www.rgo.act.gov.au](http://www.rgo.act.gov.au)

Office of Fair Trading – New South Wales

[www.fairtrading.nsw.gov.au/business/associations.html](http://www.fairtrading.nsw.gov.au/business/associations.html)

Consumer and Business Affairs – Northern Territory

[www.justice.nt.gov.au](http://www.justice.nt.gov.au)

Office of Fair Trading – Queensland

[www.consumer.qld.gov.au](http://www.consumer.qld.gov.au)

Office of Consumer & Business Affairs – South Australia

[www.ocba.sa.gov.au](http://www.ocba.sa.gov.au)

Office of Consumer Affairs & Fair Trading – Tasmania

[www.consumer.tas.gov.au](http://www.consumer.tas.gov.au)

Consumer Affairs – Victoria

[www.consumer.vic.gov.au](http://www.consumer.vic.gov.au)

**The Advanced Stuff:** Now, the process of registering isn't as simple as completing the correct application. There are several qualifications your organisation must meet before becoming eligible. Below are the Limited by Guarantee and Incorporation requirements according to the Australian Securities and Investments Commission

(<http://www.asic.gov.au/asic/asic.nsf/byheadline/Registering+not-for-profit+or+charitable+organisations?openDocument>)

To be limited by guarantee you must:

- Have at least 3 directors and 1 secretary;
- Have at least 1 member;
- Have a registered office address and principal place of business located in Australia;
- Have its registered office open and accessible to the public;
- Be internally managed by a Constitution or Replaceable rules;
- Maintain a register of its members;
- Keep a record of all directors' and members' meeting minutes and resolutions;
- Appoint a registered company auditor within 1 month of its registration;
- Keep proper financial records
- Prepare, have audited and lodge financial statements and reports at the end of every financial year;
- Send to its members a copy of its financial statements and reports, unless the member has a standing arrangement with the company not to receive them;
- Hold an Annual General Meeting once every calendar year within 5 months of the end of its financial year;
- Receive and review an annual company statement and pay an annual review fee. A charitable or not-for-profit company may be eligible for a reduced annual review fee if it meets the criteria under the definition of 'special purpose company' in regulation 3(a), (b), (c) or (d) of the Corporations (Review Fees) Regulations 2003; and
- Lodge notices whenever changes to its officeholders, office addresses, constitution and its name occur within specified timeframes as determined by the Corporations Act 2001. As a general guide please refer to "Legal obligations of a company" at [www.asic.gov.au/companies](http://www.asic.gov.au/companies).

Though each state has unique requirements for registration...

To incorporate you must at least:

- Have a committee, responsible for managing the association;
- Have a public officer and notify any changes in that position;
- Have a registered office in its state of incorporation;
- Act in accordance with its objects and rules;
- Hold an Annual General Meeting once every calendar year;
- Lodge an Annual Statement every year;
- Keep proper accounting records and, in some states prepare, have audited and lodge financial statements;
- Keep minutes of all committee and general meetings.
- Keep registers of members and all committee members
- Have a common seal

**A Real World Story:** The Centre for Sustainability Leadership is actually an interesting case study to look at for this article on registering. CSL is still a relatively small organization only operating in the state of Victoria. After doing research on registering, they assumed Incorporating would be a fine choice. However, upon receiving free legal advice from the Public Law Interest Clearing House, or PILCH (see Key Resources section), they realized the benefits of becoming a company Limited by Guarantee. PILCH pointed out that becoming Limited by Guarantee would:

- Allow them to go national in the future
- Provide more stringent guidelines for registration, thus making them more legitimate
- Make it easier to set up a bank account and manage funds
- And make them eligible for Deductible Gift Receipt status

Registering as a company Limited by Guarantee did take more time (DGR status took a year) and money, but to CSL it was worth it. It provided them with all the benefits described above, but it also helped them establish a foundation for the future. Donors, grantmakers, sponsors and supporters now recognize their commitment and know that they're in it for the long run. It demonstrates that CSL is only going to grow and thus any investment will be a safe one.

Some final tips from CSL:

- It's good to have plenty of resources and advice before deciding to Incorporate or become a company Limited by Guarantee.
- Having a good, hardworking team is key. Registering can be a lot of work, so being able to divide tasks and go to one another for assistance makes the process less daunting.

**More Tips and Tricks:** Because most organisations will start by registering at a state level, here are some important things to remember when incorporating:

According to Consumer Affairs Victoria:

Before you incorporate, you should hold a meeting with your board members to do the following:

- Check that your company name is not already taken. You can do so at the online register of business names and incorporated associations
- Write a statement of purpose
- Write a set of rules for operation

After you incorporate:

- Set up a post office box for mail
- Obtain a common seal
- Open a bank account in the incorporated association's name
- Take out public liability and other insurance
- Set up systems to record the transactions, assets and liabilities of the association.
- Make sure that all materials and documentation include your organisations official name followed by "Incorporated" or "Inc"

One last thing:

- An incorporated association's registered name is in a sense still "up for grabs". If another group decides to go nation wide and become limited by guarantee, they may register with your name. At that point, you are legally required to change the name of your organisation.

**The Secret:** The key to success is patience. Make sure to read the online information several times until you have a full grasp of all requirements and procedures. There is a lot of jargon to get through, but it's vital that you take your time and read it carefully. Also, remember that

getting your organisation to meet the above conditions can take time, but registering your company is an essential step in protecting your members from liability and making your organisation legitimate in the eyes of potential donors, partners and supporters. Finally, ask for legal advice before making your final decision. To find someone in your area, visit the correct link in the Key Resources section.

#### **Key Resources:**

- Australian Securities and Investments Commission

<http://www.asic.gov.au/>

Click on the “For Companies” tab located at the top of the page, then go to “Starting” on the left-hand side.

Here you can find applications, fees, and forms for becoming a company Limited by Guarantee. ASIC also has web addresses for state authorities that can Incorporate your organisation.

- National Pro-Bono

<http://www.nationalprobono.org.au/>

Encourage pro bono legal services, supports lawyers and law firms to make it easier for them to provide high quality pro bono legal services and works with the profession and the community sector to match services with the clients and groups most in need of assistance.

Example contact:

PILCH: Public Interest Law Clearing House (Victoria) <http://www.pilch.org.au/>

### **4.3 Selling Change**

**Title Question:** How do I Sell the Idea of Sustainability (or change in general) to my Boss?

**Why that Matters:** If you’re reading this manual, chances are you have a vested interest in sustainability and a passion for creating change. The biggest question on your mind now is likely to be, “How do I make a difference?” Our suggestion: start small. It’s easy to be overwhelmed, but if you do what you can, the effects will multiply.

One of the best ways to inspire change in a way that relates to your life and your skills is with your job. Once you introduce the idea of sustainability into your workplace, the chain reaction

begins. Your small project will affect the entire mindset of your employers and forever change the way they do business.

**The General Approach:** So you've come up with a brilliant scheme to reduce energy or water use at your workplace. Maybe you've also calculated the monetary savings for your company and the numbers are impressive. Now you're ready to pitch the idea to your boss. Before approaching him, there is something you must remember. Michelle Neely Martinez, a writer from *The States* specializing in workplace and management issues, reminds us to "recognize that your boss has to go through a similar journey of understanding to what you traveled to get there". You obviously didn't formulate this great idea in one split second; it took time. Go through all of these steps with your boss and let them know it's an idea to build on together.

In the next section of Martinez' article "Selling Your Ideas to the Boss" she suggests a few hints to speeding up the process and increasing your chances of success:

1. Study your boss's language. What metaphors does he frequently use—does he describe business in terms of sports, combat or construction? What are his current buzz words? By learning and using his language, you can pitch your idea using his vocabulary, which will make the message stronger and more meaningful.

2. Build a foundation. Gather facts, statistics, case histories, documents and other evidence that supports your position. People are often skeptical of oral arguments, but seem to take the words printed in an article, book or report seriously. Collect and make copies of surveys, studies and article clippings, highlighting key facts to make them jump off the page. You may end up using only a small percentage of this material, but you'll exude greater confidence knowing it exists. Then, informally discuss your idea with the boss. Try to elicit his or her concerns and address them so that when you formally present your idea, it won't be immediately shot down. Find out what is and isn't appealing about your idea. If possible, come up with some alternative plans. That way, the decision-maker is put in the position of having to choose from several alternatives rather than having to say "no" to one idea.

3. Put yourself in the boss' shoes. Try to think as the boss would when developing all angles of your proposal. Continually ask yourself: How would the boss view this? What would

his response be? Try to picture the boss's first impression. And keep in mind his personal and professional concerns.

<http://www.graduatingengineer.com/articles/feature/02-28-01a.html>)

Martinez goes on to reference Stephen Covey's *The 7 Habits of Highly Effective People*. In this book, he offers another helpful tip: Don't bad mouth your boss or your corporation. Rather than complaining about the unsustainable practices of your company, or the ignorance of your superiors, talk about what's possible and how you wish to help. If you demonstrate a positive attitude and a respect for your co-workers, you'll gain credibility. This in turn will encourage others to join your campaign or at least support your cause.

**A Real World Success Story:** On October 6, 2007 hundreds of businesses, large attractions, event centres, and individuals took part in The Big Switch Off. Beginning at 8pm on Saturday, participants voluntarily shut off their power for a full 24 hours to reduce CO<sub>2</sub> emissions and take a stand against global warming. Though the scale of such a commitment seemed immense, Tamsin Young, an employee of Australia Post, decided to encourage her office to join the Big Switch Off, and succeeded.

The process started only a few days before hand when Tamsin first learned about the event. Soon afterwards, she approached the facilities manager of her building, armed with information and statistics from the Switch Off website, and delivered her proposal for Australia Post to Switch Off their internal & external building lighting for the duration of the event. The facilities manager saw value, but needed to consult other areas of the business. Corporate Real Estate, Corporate Security and others were brought in for their OK, and because of her preparedness and willingness to help, they were on board. All she needed was a sign off from the Manager, CSR & Sustainability, who took the plan to the MD, and after his agreement, the plan was underway.

The process may seem simple, but Tamsin's success was a result of several elements to her approach. When selling your idea to your superiors, she insists you:

- Demonstrate what's in it for them and help them "make the link". Will they save money? Gain status as a responsible corporate citizen? Etc.
- Present yourself as a partner; its not you against them
- Avoid language like "you should do this" or "you must do that"
- Come prepared with statistics and tangible evidence that they will make a difference by doing what you propose. It's almost impossible to get exact numbers, but guestimates are ok because they get the point across.

Tamsin also repeatedly stressed that your conversation should be about intent. Chances are your boss will like your idea, it just might not be possible for the result to look a particular way. So be open to discussion. Remember, your vision began with the goal of sustainability, as long as that can be achieved, you've succeeded.

#### **More Tips and Tricks:**

- Make connections and allies within your company. Build a network of sustainability supporters.
- Give as much time as possible for your boss to implement the idea. Feel free to check-up on progress and offer your support, but be patient.
- Work out how much time you are willing to devote to the project. Don't let it get in the way of your productivity.
- See where sustainability can fit into the existing systems of your company, rather than creating new systems.
- Find other companies who have taken on similar initiatives and use them as a reference for your methodology.
- Research grants that may help fund your ideas.

**The Secret:** If you're looking to sell an idea to your boss, establish yourself as a partner and ally. Let them know you're not there to attack their current ways of doing business, but to help them save money and improve their status as a responsible corporate citizen.

Next, remember that sustainability looks different in each company. You may find a great idea that worked well at another organisation, but it won't always transfer to yours. Feel free to bring ideas to your boss, just don't expect the outcome to look a certain way. Remember, sustainability is your goal, so allow for it to take whatever shape fits your organisation best. Finally, know that what you're doing is extremely valuable to your community and our world, so don't give up! Network with people in your office, keep introducing ideas and offer to help if ever your boss seems keen to make a change.

#### **KEY RESOURCES:**

- “Selling Your Ideas to the Boss” by Michelle Neely Martinez.

<http://www.graduatingengineer.com/articles/feature/02-28-01a.html>

A great article on successfully introducing your idea to the boss.

- “Inside Out: Sustainability Communication Begins in the Workplace” from green@work

[http://www.greenbiz.com/news/reviews\\_third.cfm?NewsID=28489](http://www.greenbiz.com/news/reviews_third.cfm?NewsID=28489)

This is more of a top-down approach to introducing sustainability in the office, but this article has great tips for communication and collaboration.

- Green@Work Magazine

<http://www.greenatworkmag.com/>

A guide to corporate responsibility in the workplace

## **5. DISCUSSION and REFLECTION**

As you may have noticed by now, the nature of this independent study project is quite unlike the rest. Typically, ISPs consist of field research, data collection, and experiments. Yet, as I have learned, projects on sustainability can take many shapes, and significantly inform the researcher no matter their structure.

The most unique aspect of this project lies in the final product. Because the Centre for Sustainability Leadership was responsible for the design of the project, I received my assignment with a particular format already in mind. Though I was allowed to choose my interviewees and sources, the results were somewhat predictable. Essentially, my job wasn't to create new information, but to find existing information and put it into a new, condensed, reader-friendly format: the manual. Furthermore, any interpretation of my findings is actually what you see in the results section. Therefore, the discussion and translation of my findings is actually presented in the pieces of writing I produced for CSL.

With this in mind, the discussion section of this paper will focus on the knowledge I gained by working for CSL, whether I achieved my goals for the project, and what I believe this manual will do for the world.

### **5.1 Insight and Experience**

The greatest reward that comes from doing an ISP of this nature is the real-life experience you receive. I was fortunate enough to work for a successful not-for-profit which gave me invaluable insight into how organizations like these function. For instance, I was able to witness several stages of an innovative, large-scale fundraising project. I also observed a bit of the budgeting process, the way in which tasks are delegated to interns, and how money can be saved by renting office space only when needed for specific projects.

Additionally, I was able to get a feel for what it's like to hold a job at a not-for-profit. Because I only met with my advisor a handful of times, most of my work was done on my own. This responsibility certainly improved my time-management skills and my independence.

My ISP project with CSL fulfilled my goal of getting hands-on learning experience in the not-for-profit sector.

## **5.2 Importance of the Project**

Every year, millions of hours of research are completed, and the related findings go into thousands of scientific papers. Sadly, it's become the case that most of those documents end up in storage cabinets or on shelving systems never to be picked up again. This is due to several factors, the first being the overwhelming volume of papers published each year. Second, the technical jargon makes them less appealing or even incomprehensible to the average reader. Finally, most printed copies of these papers are inconvenient to obtain in an age of fast access via the web. I believe my project has great potential to inspire change in the world, because it was designed precisely to tackle these problems and others.

When published in 2008, CSL's "How to Change the World Manual" will be easily accessible to all Australians, and people across the world, via the internet. Furthermore, the straightforward writing style will allow readers of all ages and professions to understand the information it contains. It's believed that this manual will simplify problems and break down the barriers people have to making change in their communities.

Finally, this manual will target the younger generations that are most neglected by current systems. Their passion for change is immense and thus we want to inspire them to defend the world they will soon inherit. If we can provide the public with the skills and motivation to become leaders of tomorrow, we can make sustainability a reality in the near future.

## **6. CONCLUSIONS**

In 2008, the Centre for Sustainability Leadership will publish their manual on “How to Change the World”. This online manual will remove the barriers young adults face when attempting to create change within their communities by answering 100 questions related to large scale sustainability initiatives.

We all know its important to buy organic food, use public transportation and change to compact fluorescent light bulbs, but sustainability cannot be achieved until the nature of large systems are altered, not just the actions of individuals. Therefore, leaders in sustainability are what the world needs. As this project has demonstrated, leadership is born out of wisdom, and most importantly, organization. By addressing the needs of younger generations, CSL will create future leaders armed with knowledge and skills for inspiring the change we wish to see in the world.

### **6.1 Future Research**

Because I was the first intern to work on the “How to Change the World” manual, I was assigned questions from a brief, preliminary list. During the process of writing my answers, I found that gaps in this list and composed the following questions for further research:

- How do I start a small, community organization?
- How do I get a letter to the editor published?
- How do I plan and run a successful community event?
- How do I start a summer camp for children to educate them about sustainability and the environment?
- How do I sell the idea of sustainability to my community council?
- How do I inspire change by speaking to my local representative?

In addition to my write-ups for the manual, I created a “How To” guide for future interns working on this project. It includes tips for research, tips for writing, and a list of helpful references. (To see this guide in full, see page 43 in the Appendix).

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## APPENDIX

Initial Findings for Question: Should I Register my Organisation? If so, how do I Register?

From the Australian Securities and Investments Commission  
For Companies > Starting > Registering not-for-profit or charitable organizations  
**Registering not-for-profit or charitable organisations**

The information in this guide provides general advice on the differences between a company structure and an incorporated association. Before you register your organisation, you should consider what structure best suits your organisation's purposes.

### The company structure

Under a company structure, charitable or not-for-profit organisations will generally be registered as public companies that are limited by guarantee. Limited by guarantee means the liability of the company's members is limited to the amount the members undertake to contribute to the property of the company if it is wound up.

Registration of a company creates a legal entity separate from its members. The company can hold property and can sue and be sued.

Companies are registered under the Corporations Act 2001, which is Commonwealth legislation administered by ASIC. A company's registration is recognised Australia wide.

At the very least a public company must:

- Have at least 3 directors and 1 secretary;
- Have at least 1 member;
- Have a registered office address and principal place of business located in Australia;
- Have its registered office open and accessible to the public;
- Be internally managed by a Constitution or Replaceable rules;
- Maintain a register of its members;
- Keep a record of all directors' and members' meeting minutes and resolutions;
- Appoint a registered company auditor within 1 month of its registration;
- Keep proper financial records
- Prepare, have audited and lodge financial statements and reports at the end of every financial year;
- Send to its members a copy of its financial statements and reports, unless the member has a standing arrangement with the company not to receive them;
- Hold an Annual General Meeting once every calendar year within 5 months of the end of its financial year;
- Receive and review an annual company statement and pay an annual review fee. A charitable or not-for-profit company may be eligible for a reduced annual review fee if it meets the criteria under the definition of 'special purpose company' in regulation 3(a), (b), (c) or (d) of the Corporations (Review Fees) Regulations 2003; and

- Lodge notices whenever changes to its officeholders, office addresses, constitution and its name occur within specified timeframes as determined by the Corporations Act 2001. As a general guide please refer to "Legal obligations of a company" on our website at [www.asic.gov.au/companies](http://www.asic.gov.au/companies) for more information.

A company limited by guarantee may also be registered without the word "Limited" in its name. This is only possible if its constitution:

1. requires the company to pursue charitable purposes only and to apply its income promoting those purposes; and
2. prohibits the company making distributions to its members and paying fees to its directors; and
3. requires the directors to approve all other payments the company makes to directors.

### **Incorporated Association**

Associations are incorporated under State and Territory Associations Incorporation legislation, which is not administered by ASIC, but by the various state authorities. An incorporated association is also a legal entity separate from its individual members that can hold property, sue and be sued. Incorporating an association in a State or Territory restricts the organisation to operating in its home jurisdiction. For example, an association incorporated under the Associations Incorporation Act of New South Wales may only carry on business in New South Wales.

The Associations Incorporation Acts provide a simple and more affordable means of creating a separate legal entity for small, community based groups with limited resources. The Associations Incorporation Acts impose less onerous conditions than the Corporations Act 2001 that governs the activities of companies.

As legislation differs in each state or territory, it is difficult to outline detailed requirements for incorporated associations, but basically an incorporated association may need to:

- Have a committee, responsible for managing the association;
- Have a public officer and notify any changes in that position;
- Have a registered office in its state of incorporation;
- Act in accordance with its objects and rules;
- Hold an Annual General Meeting once every calendar year;
- Lodge an Annual Statement every year;
- Keep proper accounting records and, in some states prepare, have audited and lodge financial statements;
- Keep minutes of all committee and general meetings.
- Keep registers of members and all committee members
- Have a common seal

For further information about incorporating an association and its post incorporation obligations please visit the website of the relevant state authority (outlined below) in the state you wish to incorporate your association.

**Register General's Office – Australian Capital Territory**  
[www.rgo.act.gov.au](http://www.rgo.act.gov.au)

**Office of Fair Trading – New South Wales**  
[www.fairtrading.nsw.gov.au/business/associations.html](http://www.fairtrading.nsw.gov.au/business/associations.html)

**Consumer and Business Affairs – Northern Territory**

[www.justice.nt.gov.au](http://www.justice.nt.gov.au)

**Office of Fair Trading – Queensland**

[www.consumer.qld.gov.au](http://www.consumer.qld.gov.au)

**Office of Consumer & Business Affairs – South Australia**

[www.ocba.sa.gov.au](http://www.ocba.sa.gov.au)

**Office of Consumer Affairs & Fair Trading - Tasmania**

[www.consumer.tas.gov.au](http://www.consumer.tas.gov.au)

**Consumer Affairs – Victoria**

[www.consumer.vic.gov.au](http://www.consumer.vic.gov.au)

**Consumer and Employment Protection – Western Australia**

[www.docep.wa.gov.au](http://www.docep.wa.gov.au)

Please refer to the State Government section of your local telephone directory for the contact telephone number for the relevant state authority.

### **Incorporated association wishing to carry on business outside its home jurisdiction**

An incorporated association may become registered under the Corporations Act 2001, to enable it to carry on business in other states or territories outside of its home jurisdiction without the need to register as a company. The incorporated association will become an Australian Registered Body and upon registration will be allocated an Australian Registered Body Number. Please read our information sheet, "Registrable Australian Bodies" available from our website at [www.asic.gov.au/infosheets](http://www.asic.gov.au/infosheets) for further details on registration and post registration obligations.

### **Further information**

This information should be used as a guide only. ASIC is unable to provide you with advice on what structure is best for your charitable or not-for-profit organisation. You should consult the relevant legislation including the Corporations Act 2001, Corporations Regulations 2001 and each of the State and Territory legislation on Associations Incorporation on any specific matter of law. If you have any doubt about whether your organisation needs to be registered, or the nature of its obligations after registration, you should seek advice from a solicitor, accountant or other professional person.

For information on how to register a company or Australian Registrable Body visit our website or contact us on 1300 300 630.

### **From Consumer Affairs Victoria**

For the application: [Associations Clubs & Fundraising > Incorporated Associations > How to incorporate](#)

## **Register to be an INCORPORATED organization:**

### **What you'll need first**

To become an incorporated association under the Associations Incorporation Act 1981 (the Act), you must have at least five members and be a not-for-profit association.

You will also require:

- **A suitable name** - Your proposed name must not be too similar to a registered business name or a name already taken by another incorporated association or company. You should search the following registers, however a clear result does not necessarily mean the proposed name is available and can be registered:
  - **Register of business names**
  - **Register of incorporated associations**, and

- ASIC company names register
- **A written statement of purposes** - A document that sets out the proposed objects of your association.
- **A written set of rules** - A written constitution that deals with the matters set out in the Schedule to the Act. You can adopt the Model Rules, or, if your association has more specific requirements, modify the Model Rules or draft your own. For more information see **Rules of an Incorporated Association fact sheet (PDF, 97Kb)**.

## Steps of the Incorporation Process

Step 1	<b>Call and hold a general meeting of members</b>	<p>All members must receive at least 21 days notice. At the meeting, a majority of members must vote to:</p> <ul style="list-style-type: none"> <li>● authorise a person to incorporate the association (called the Public Officer)</li> <li>● approve the proposed statement of purposes, and</li> <li>● approve the proposed rules.</li> </ul>
Step 2	<b>Complete the application form and gather required documents</b>	<p>The Public Officer must complete the incorporation application form and gather the following for lodging with Consumer Affairs Victoria:</p> <ul style="list-style-type: none"> <li>● <b><u>Application for Association Incorporation form (PDF, 50Kb)</u></b></li> <li>● A copy of the proposed statement of purposes</li> <li>● A copy of the proposed rules (unless adopting the Model Rules unmodified, in which case a copy of the rules is not required), and</li> <li>● Copies of any trusts that may affect the association, and</li> <li>● The application fee (for the current fee, see <b><u>Fees and forms</u></b>. Cheques should be made payable to Consumer Affairs Victoria. Receipts issued only upon request.)</li> </ul>
Step 3	<b>Lodge the application with Consumer Affairs Victoria</b>	<p>You can lodge the application:</p> <ul style="list-style-type: none"> <li>● in person between 8.30am and 5.00pm Monday to Friday at: Victorian Consumer &amp; Business Centre 113 Exhibition Street Melbourne 3000</li> <li>● or by post to:</li> </ul>

		Consumer Affairs Victoria GPO Box 4567 Melbourne 3001
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## After incorporating

Upon incorporating, you should consider:

setting up a post office box for mail

obtaining a common seal

opening a bank account in the incorporated association's name

taking out public liability and other insurance, and

setting up systems to record the transactions, assets and liabilities of the association.

Your association's new name, including the word 'Incorporated' or 'Inc' must appear on all its stationary and other documentation.

Initial Findings for Question: How do I Fundraise? And do I need to register as a Fundraiser?

### From Our Community

Under quick links, go to “finding money for your group”  
([ourcommunity.com.au/funding](http://ourcommunity.com.au/funding))

Links include:

Funding Tools & Newsletters

How to Raise Money & Access Funding (Free Help Sheets & Resources)

Top 10 Free Fundraising Ideas

Check Your Fundraising Capacity

Amazing Books that really help

Samples of Grant Winners

Grant submission writers/consultants

Expert’s Advice

Success Stories

Grants Database

Legislation on Fundraising in NWS, Queensland, South Australia, Tasmania, ACT, Northern Territory, Victoria and Western Australia:

[How to Raise Money & Access Funding \(Free Help Sheets & Resources\) > Australian Fundraising Legislation & Auspicing >](#)

### From Consumer Affairs Victoria

#### **Who should register to be a FUNDRAISER?**

Any person or organisation who undertakes any fundraising should register as a fundraiser unless either:

the person or organisation is exempt from registration, or

the fundraising activity is exempt.

Any fundraising that is not exempt under the Fundraising Appeals Act 1998 must be registered at least 28 days before fundraising is commenced.

#### **Exempt organisations**

The following organisations do not need to register fundraising appeals:

state schools, council schools or registered schools, and some kindergartens

universities, TAFE Colleges and other tertiary educational institutions

hospitals and other registered health agencies funded by the state government

religious bodies that have authority to marry people

registered political parties

registered trade unions and registered workplace relations or industrial relations organisations

not-for-profit organisations that receive less than \$10,000 gross in a financial year from fundraising, and uses only unpaid volunteers

licensed children's services that receive funding for a pre-school program from the Department of Human Services, and

the Anti Cancer Council.

As these organisations are exempt from registration, they do not appear on the public register.

### **Exempt activities**

There are also certain fundraising activities that do not require registration. Organisations that only undertake the following activities are not required to register:

raffles, lotteries or other activities permitted under the Gaming Act No 2 1997. (Raffles and bingo require a separate permit from the Victorian Commission for Gambling Regulation)

asking a person to become a member of an organisation

asking for property bequests

memorial gifts

giving to a patriotic fund

fundraising in the workplace for the benefit of an employee or his or her close family

soliciting or receiving government grants

sponsorships from commercial organisations (such as corporations, partnerships or trusts) that are permitted to donate money or benefits to charity, and

a fundraising event internal to an organisation that is targeted at past and present members, their relatives and personal acquaintances.

### **Still unsure?**

If you remain uncertain about whether or not you are required to apply for registration as a fundraiser and require legal advice, contact your solicitor. If you have any other general queries on fundraising, contact Consumer Affairs Victoria on 1300 55 81 81.

[For the application: Associations Clubs & Fundraising > Fundraising > How to register](#)

Initial Findings for Question: How do I Sell the Idea of Sustainability (or change in general) to my Boss?

From <http://www.graduatingengineer.com/articles/feature/02-28-01a.html>

## **Selling Your Ideas to the Boss**

*by Michelle Neely Martinez*

You've come up with a truly innovative way to boost sales for your organization. Or perhaps you've devised a sure-fire way to increase customer satisfaction. Bubbling with enthusiasm, you immediately pitch the idea to your boss and are dumbfounded when he doesn't share your excitement. In fact, he doesn't seem to agree that your idea would even work.

Take a step back for a moment. Realize that you did not stumble upon your brilliant idea in one glorious moment—it took time, says Mark Maletz, a principal with management consultancy McKinsey & Co. in Boston.

“When your boss doesn't understand your ideas immediately, don't label her an ignorant bureaucrat. That attitude will back your boss against the wall and make it difficult for you to get your point across,” he notes. “Instead, recognize that your boss has to go through a similar journey of understanding to what you traveled to get there. Help your boss discover what you're proposing and you'll find that you won't have to waste time maneuvering or dodging.”

What can you do to speed up the boss's discovery process? Here are three steps you can take:

Study your boss's language. What metaphors does he frequently use—does he describe business in terms of sports, combat or construction? What are his current buzz words? By learning and using his language, you can pitch your idea using his vocabulary, which will make the message stronger and more meaningful.

Build a foundation. Gather facts, statistics, case histories, documents and other evidence that supports your position. People are often skeptical of oral arguments, but seem to take the words printed in an article, book or report seriously. Collect and make copies of surveys, studies and article clippings, highlighting key facts to make them jump off the page. You may end up using only a small percentage of this material, but you'll exude greater confidence knowing it exists. Then, informally discuss your idea with the boss. Try to elicit his or her concerns and address them so that when you formally present your idea, it won't be immediately shot down. Find out what is and isn't appealing about your idea. If possible, come up with some alternative plans. That way, the decision-maker is put in the position of having to choose from several alternatives rather than having to say “no” to one idea.

Put yourself in the boss' shoes. Try to think as the boss would when developing all angles of your proposal. Continually ask yourself: How would the boss view this? What

would his response be? Try to picture the boss's first impression. And keep in mind his personal and professional concerns.

Here's a good case in point: A sales agent shared her idea about devising a new system to handle customer inquiries with senior management. She had taken the time to work on the system because the existing one was not meeting her customers' needs. In the course of tweaking the system, she came up with ideas that made the system better from her employer's perspective. However, when she presented her idea to senior management, she started the presentation by talking about the advantages to the salespeople, such as herself, and she immediately felt audience resistance.

When she finally got to the points that were of benefit to the employer, the resistance subsided. "I should have known that," she said. "I've been selling for 22 years and I know that you talk about the benefits from a customer's perspective, not your own. But when you are personally involved, when it isn't someone else's product, it's easier to lose track of what sells your ideas."

### **BUILDING YOUR OWN CREDIBILITY**

Stephen Covey, leadership authority and author of the highly acclaimed book *The 7 Habits of Highly Effective People*, says that building up your own credibility is a big step in getting colleagues and superiors to buy into your ideas.

"Credibility is something you earn gradually by being one of the best performers," he says. "Also, don't bad-mouth your boss. Be loyal to people in their absence. Then watch how others begin having more faith and confidence in you, because they know that you won't be talking about them behind their backs. And finally, understand the place from which your boss is coming. Nothing is more validating and affirming than feeling understood. And the moment a person begins feeling understood, that person becomes far more open to influence and change."

*Michelle Neely Martinez is an Alexandria, Va.-based writer specializing in workplace and management issues. She can be reached at [martinezmn@aol.com](mailto:martinezmn@aol.com).*

From [http://www.greenbiz.com/news/reviews\\_third.cfm?NewsID=28489](http://www.greenbiz.com/news/reviews_third.cfm?NewsID=28489)

In relation to sustainability, you must:

Define what sustainability means to the company and articulate a value proposition -- how sustainability drives business value

Each company is unique in its needs and abilities

Recently the Global Environmental Management Initiative (GEMI) developed a "Value Flow" model that supports the development of a value proposition. The model identifies three main pathways for sustainability to add shareholder value:

Contribute directly to improved economic performance, e.g., by generating revenues from waste materials, increasing worker productivity, improving business continuity, increasing asset utilization or enabling access to new markets.

Contribute directly to key intangible value drivers that do not appear on financial statements. Examples include improving the customer experience, reducing cost of ownership, enhancing brand equity and reputation, supporting supply chain partnerships and stimulating innovation.

Contribute indirectly to shareholder value by creating value for external stakeholders, including communities, public interest groups and regulatory agencies. Positive stakeholder perceptions influence intangibles such as company reputation, relationships and license to operate

Also see the 5 Key Principles to an Effective Internal-Communications Program

Find a linguistic common ground

Take your position

Become “multilingual”

Leverage the “multiplier effect”

Plan for the long haul

Interviewing Options:

Arron Wood (Winner of the Prime Minister’s Environmentalist of the Year Award)

PO Box 692 North Melbourne Vic 3051

03 9329 3736

[cathy@fire-starter.com.au](mailto:cathy@fire-starter.com.au)

Sustainability Award Winner (Banksia Awards and the SAM Sustainability Index)

Westpac: Unlocking Value

David Lording

Head of Media Relations

61 2 8253 3510

Ask About:

**David Morgan** BEc, MSc, PhD; **Elizabeth Bryan** Member of the Corporate Responsibility and Sustainability Committee; **Peter Wilson** Chairman of Corporate Responsibility and Sustainability Committee

**Calling Script:**

Hi, my name is Nina Sherburne and I'm calling from the Centre for Sustainability Leadership in downtown Melbourne. I'm currently writing an online manual for young Australian adults called "How to Change the World". Eventually it will address 100 questions these young Sustainability Leaders need answered in order to inspire change in their communities.

So I'm calling today because ... \_\_\_\_\_ (insert why their organization is relevant)

I was wondering if you or someone from your organization would be willing to do a quick 30 minute interview with me regarding \_\_\_\_\_

**Questions Used During Interview with Tamsin Young (selling change to your boss):**

7. In what ways have you attempted to introduce sustainability into your workplace?
8. Once you had the idea, where did you start?
9. How did you prepare to talk with your boss? Did you gather information or materials?
10. Were your attempts at making change successful?
11. Were your superiors immediately on board with your ideas?
12. In your mind, why were you successful?
13. What is your advice to young sustainability leaders on how to sell change to their boss?
14. What are your tips for success?

**Questions Used During Interview with Cam Walker (fundraising):**

1. In what ways does your organization fundraise (grants, partnerships, events...)?
2. Why have you chosen those methods?
3. Are some more beneficial for certain amounts of money or time periods?
4. Is it better to focus on one area of fundraising or many? Why do you say so?
5. What are the biggest challenges or obstacles to fundraising?
6. What are some tips you have for successful fundraising?
7. Dos and don'ts?

## **To Future Manual Writers:**

### Tips for writing:

- Try and write as if you're talking with the reader. Make your writing concise, straightforward and easy to understand. If you think it's too formal, the reader will as well.
- Pay attention to sequencing. Put the most important information first.
- Throughout your write-up, offer continuous encouragement to the reader. The point of this manual is to inspire young adults to make change by simplifying big obstacles. Empower your readers!

### Tips for researching:

- If you find some online document packed with technical jargon you don't understand, try and read through it a couple times. Then, feel free to call the organisation who wrote it. Even if they don't seem overly excited to help you, keep questioning them until you understand. I promise it will help, and make you more confident in writing your answer.
- Use as many resources as possible to inform your write-up. The more comprehensive, the more helpful it will be.

### General tips:

- Try and set up interviews for the Case Study section. People are usually pretty flattered that you chose them as an example and they will give you fantastic tips and advice.
- Always ask your interviewees for permission to publish their name, title, business, etc. Sometimes they will need a sign off from their boss to let you use the company name, so allow time for that as well.
- Have someone proof read your answers, and send the final draft to a "fact checker" before submitting it to CSL.

Here are a few resources I found helpful:

#### **Sustainability Australia**

<http://www.sustainability.vic.gov.au/www/html/1517-home-page.asp>

#### **Our Community**

<http://www.ourcommunity.com.au/>

#### **Australian Securities and Investments Commission**

<http://www.asic.gov.au/>

#### **National Pro-Bono**

<http://www.nationalprobono.org.au/>

**Pro Bono Australia**

**<http://www.probonoaustralia.com.au/>**

**Philanthropy Australia**

**[www.philanthropy.org.au/](http://www.philanthropy.org.au/)**