

# Target Program Task Force Report and Recommendations

February 4, 2013

## INTRODUCTION

The Target Program Task Force was charged with reviewing the survey results of the first Target Program and making recommendations to the Boards of The Federation and The Foundation for future cycles of the Target Program.

The Task Force began with a review of the Target Program Surveys and feedback of the first Target Program gathered at Regional meetings (see Survey Summary in the Addendum). The information was summarized and used to identify the areas where improvement is needed. These areas were closely examined and recommendations were made. Following is a report outlining the findings and recommendations of the Task Force.

*Of note is the recommendation to change the length of the Target Program to a three-year cycle. We mention this in the Introduction as it is fundamental to the report.*

## REPORT OUTLINE:

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## TERMINOLOGY

**Target Program** – the name of the full cycle of events comprised of several phases; Target Issue Selection, Target Project Selection, Target Issue Education and Awareness, Fundraising, and Review. Cycles will run consecutively back-to-back. This will provide Clubs a one-year break between fundraising phases. To provide clarity we will refer to each full cycle by number: e.g. we are currently completing and reviewing the first Target Program and making recommendations for the second Target Program.

**Target Focus** - the central theme, which all Target Programs should address. (other options for terminology here are “Target Framework” or “Target Subject”)

**Target Issue** – a specific issue, which addresses the Target Focus. (another option for terminology here is “Target Theme”)

**Target Project** – the project selected and voted on to be supported each Target Program cycle; the first Target Program’s Target Project was Tabitha- Wells for Clean Water.

**Target Issue Education and Awareness** – the part of the Target Program that deals with educating and promoting awareness of the Target Issue.

## **RECOMMENDATIONS**

### **ROLES AND RESPONSIBILITIES**

The survey results indicate a need for clearer delineation of responsibilities and better communication between the FAWCO Board and The FAWCO Foundation Board. The FAWCO Foundation has already taken measures to make improvements by aligning their Board's terms with the FAWCO Board's terms. This will commence with the elections at the March 2013 conference. It also became clear to the Task Force during this review process that it is important to delineate the roles of the other key participants in the Target Program as well.

#### **FAWCO Board Responsibilities:**

- Promote awareness of the Target Program through the FAWCO website, Global Task Forces, FAWCO FORUM and Target Bulletin.
- Appoint the Target Chair\*, who shall be the main awareness raising catalyst, in cooperation with the relevant Global Task Force, if it is active.
- Appoint a Target Selection Committee to summarize project applications and deal with the other aspects of the Project Selection.
- Appoint the Target Program Review Committee in collaboration with The FAWCO Foundation Board.

#### **The FAWCO Foundation Board Responsibilities:**

- Administer the Fundraising through collection of donations and distribution of the funds to the Target Project.
- Promote the Target Project on The FAWCO Foundation website.
- Appoint the Target Fundraising Coordinator.\*\*
- Appoint the Target Program Review Committee in collaboration with the FAWCO Board.
- Support Clubs' fundraising efforts through fundraising ideas, providing suggestions to help Clubs find local sponsors, giving tips on how to arrange matching funds donors, as well as working with Target Fundraising Coordinator and Target Chair to organize fundraising opportunities at the annual conference.
- Work actively to find Corporate Sponsors for the Target Project.

#### **Clubs' Responsibilities:**

- Promote Target Issue Education and Awareness of the Target Program and Target Project within their Club.
- Fundraise for the Target Project where possible.
- Promote similar goals at the local level if fundraising for the Target Project is not possible.
- Report back to Target Chair on achievements.

#### **Selection Committee's Responsibilities:**

- Review and revise the Target Project Application and the Project Summary Form.
- Evaluate all Target Project Applications in a transparent manner, using a list of pre-determined criteria.
- Prepare a one-page summary using a standard format for each application and send them to the Applicants for review.

- *Option 1:*
  - Post standardized summaries of all projects on the FAWCO website.
  - Oversee round one of voting by the Clubs to choose the top three proposals.
  - Supervise the Applicants of the top three proposals in promoting Target Issue Education and Awareness through PowerPoint presentations and webinars and making them available to the Clubs.
  - Oversee round two of voting by the Clubs to choose the Target Project and determine the winning proposal.
- *Option 2:*
  - Select top 3-5 proposals.
  - Explain selection decision to Applicants that were not selected.
  - Post standardized summaries of the selected proposals on the FAWCO website.
  - Supervise the Applicants of the top 3-5 proposals in promoting Target Issue Education and Awareness through PowerPoint presentations and webinars and making them available to the Clubs.
  - Oversee voting by the Clubs to choose the Target Project and determine the winning proposal.

#### **Target Project Applicants' Responsibilities:**

- Submit application for Target Project in a timely fashion.
- Review the summary drafted by the Selection Committee and provide any additional requested information.
- Make contact information available to the Selection Committee and Clubs so that questions may be answered on an ongoing basis.
- Top 3-5 selected Applicants will make a Power Point presentation and or webinar to educate Clubs about their projects before the final vote.
- Winning Applicant may be asked to make a presentation for the announcement of the Target Project at the Annual Conference, or work with the Target Chair on such a presentation.
- Winning Applicant will be asked to liaise between FAWCO and the Target Project selected.

#### **Target Program Review Committee's Responsibilities:**

- Evaluate the Target Program Selection Process as this phase concludes, surveying Applicants and conducting interviews with them as necessary. Report findings to the Boards.
- Evaluate the Target Issue Education and Awareness and Fundraising Process at intervals throughout the 2-year Fundraising Phase. Report findings to the Boards.
- Summarize all findings and give a final report to the Boards.

The **Timeline and Schedule of Responsibility** gives a detailed outline of the tasks that need to be done for the Target Program as well as who is responsible for overseeing the specific tasks.

\*The **Handbook for FAWCO Target Program** gives a detailed description of the Target Chair's responsibilities.

\*\*At this time there is no job description for the Target Fundraising Coordinator so Elsie Bose has volunteered to work on it next week as it will be added to The FAWCO Foundation Administrative Guidelines. As soon as she has

completed it, the Task Force will forward the Board a copy. This job description should then be included in the Handbook for FAWCO Target Program.

**RECOMMENDATION 1:**

Revise the **Handbook for FAWCO Target Program** to incorporate the detailed description of the Target Program including detailed job descriptions of the Target Chair, Target Fundraising Coordinator, as well as all who participate in the Target Program as delineated in this document, the Timeline and Responsibilities, Addendum and The FAWCO Foundation Administrative Guidelines.

**LOGIC:**

- To provide administrative guidelines for the Target Program and outline the roles and responsibilities of participants. It will be much easier to implement a program with a detailed plan of action in place.
- To provide a framework for the Target Chair and the Target Fundraising Coordinator to work collaboratively.

**RESPONSIBILITY:** The FAWCO Board and The FAWCO Foundation Board

## TARGET PROGRAM SELECTION PROCESS

The survey results indicate a need to simplify the selection process of the Target Focus, Target Issue and the Target Project. They suggest establishing “Women” as the central theme for all Target Projects. They call for a simplification of the application and a transparent selection process, outlining selection criteria, and clarification of the expectations of the Applicants.

### RECOMMENDATION 1:

Support Resolution 1 of FAWCO’s (proposed) R&R’s by

- 1) Adopting “Women and Girls” as the **Target Focus** of all future Target Programs;
- 2) Choosing the **Target Issue** for each Target Program from the 4 areas of interest indicated in the new R&R’s:
  - a. Education
  - b. Environment
  - c. Health
  - d. Human Rights

Consecutive Target Programs should not have the same Target Issue.

### LOGIC:

- To ensure that all Target Projects support FAWCO R&R’s and FAWCO’s commitment to the UN and the goals of the MDGs.
- To eliminate the need for a vote on the Target Focus.
- To clearly define the possible Target Issues and allow for a smaller group to make this decision each cycle, as eventually each issue will be addressed.

**RESPONSIBILITY:** The FAWCO Board and The FAWCO Foundation Board

### RECOMMENDATION 2:

Review and revise the Target Project Application and create a one page Project Summary Form, which includes the Applicant’s contact information

### LOGIC:

- To streamline and standardize the application and the selection process of the Target Project. Please see revised samples of the application and the summary form in the Addendum.
- To enable the Target Selection Committee and Clubs to submit questions to the Applicant during the selection and voting processes.
- To provide recognition of submitting Clubs’ commitment and efforts. This is positive FAWCO PR for submitting Clubs.

**RESPONSIBILITY:** Target Chair, Target Selection Committee and Target Project Applicant

### RECOMMENDATION 3:

Set a financial goal for the Target Project at the start of the three-year cycle. Project applications should be in the range of this goal.

#### LOGIC:

- To help establish selection criteria and set realistic project expectations.
- To make it possible to better compare projects.

**RESPONSIBILITY:** The FAWCO Board and The FAWCO Foundation Board

The Task Force suggests two options for the Project Selection Process. These are outlined as follows:

**Option 1:** Clubs review all Project Summaries and vote for the top three proposals; this is followed by a second round of Club voting to select the winning project.

Pros: Option 1 is more democratic and transparent by involving the Clubs directly in the decision making process. Allows Clubs to vote for the specific aspect of the broader issue they passionate about supporting. This simplifies the task of the Selection Committee in that they do not need to justify their reasons for selecting some proposals over others.

Cons: Option 1 means much more work for the Clubs because it requires them to review every project submission (9+) and to vote twice. There is concern that this will be left with the FAWCO Rep to do, as the Club Boards will not be able to realistically dedicate the required time to do a thorough review. This concern is made greater in that the selection process occurs during a very busy time of the year for most Clubs.

**Option 2:** The Selection Committee chooses the top 3 - 5 proposals and submits them to the Clubs to vote for the winning project.

Pros: Option 2 is less work for the Clubs (fewer number of project submissions to review). The expertise of the Selection Committee is better utilized in the decision-making process of which proposals are selected as finalists.

Cons: Option 2 means Clubs have less say in the selection process. (Note, they no longer have a vote on the Target Issue.)

## FUNDRAISING

The feedback from the surveys regarding fundraising was in general very positive. There were namely two complaints. The first related to the fact that no Corporate Sponsorship was secured and that minimal, or no Target fundraising, was allowed at the FAWCO Conference.

The Task Force reviewed statistical information from the first Target Program, which demonstrates impressive results and offers insights as to where improvements can and should be made in the future.

Analysis of the Fundraising results of the first Target Program:

The original goal for the two-year Fundraising campaign was \$80,000. As Of December 2012, \$116,320 had been collected. This is a 28% increase over the goal and the campaign will continue to collect donations until Feb. 2013. This total does not reflect any money donated to other water projects on behalf of the Target program.

The results as of December 2012 (a final report will be issued at the end of the campaign) reveal some interesting statistics.

- 74% of the amount received came from Club donations
- 56% of Clubs (42) made donations, but just 6 Clubs gave 46.3% of the money
- 15% of the amount received came from 92 individual donations, averaging \$188.18 per person
- The balance of the amount raised came from the Foundation Cruise (8%), "Wishing Well" Tombola organized at the Marrakech conference which raised over \$4000 (3.5%), book sales (3%), charms (1%)
- Based on the generally assumed number of 15,000 individual members of FAWCO Clubs, the average amount raised per member would be \$7.74

By any standard, the first Target Program was a great success! *Combined with the FAWCO Foundation's other core programs, FAWCO Clubs and their members have increased fundraising for philanthropy by approximately 89% in the past two years.* The challenge for FAWCO will be how to maintain this amount of funding for all of these philanthropic programs.

### RECOMMENDATION 1:

Set the Fundraising goal for the Target Program higher. Suggestions include setting it at the level of what was achieved this cycle or at \$10 per member, which translates to \$150,000.

### LOGIC:

- To prevent Clubs from becoming complacent once they know the goal has been reached. FAWCO's own short history of fundraising on the malaria program shows that with concerted effort Clubs can raise higher levels of money than was sought in a shorter period of time.
- To reflect what FAWCO is able to achieve, rather than the organization's age.

**RESPONSIBILITY:** The FAWCO Board and The FAWCO Foundation Board

## **RECOMMENDATION 2:**

Fill the position of Target Fundraising Coordinator as early in the process as possible. Ideally this person will be familiar with the latest fundraising strategies regarding donor campaigns and acquiring sponsors.

### **LOGIC:**

- To professionalize and improve the ability of The FAWCO Foundation to raise more money for the Target Program.

**RESPONSIBILITY:** The FAWCO Foundation Board and VP of Fundraising

## **RECOMMENDATION 3:**

Conduct a “deep dive” into the financial data when the first Target Program has come to completion. Survey the Clubs who donated to the Target Program and compile the quantitative and survey information (by looking at activities of the total number of Clubs that donated to the Target Program; reviewing data by region, dates of donations, average amounts given, etc.) to prepare a ‘Fundraising Handbook’ to publish on The FAWCO Foundation’s website.

### **LOGIC:**

- To identify areas of fundraising opportunity for future Target Programs.
- To identify successful fundraising methods implemented by Clubs so they can be shared with other Clubs for future Target Programs.

**RESPONSIBILITY:** The FAWCO Foundation Board, Target Fundraising Coordinator, and FAWCO Reps from all donating Clubs.

## **RECOMMENDATION 4:**

Secure one or more Corporate Sponsors, for the Target Program; either with a flat donation amount or challenge grant for all or part of the Fundraising period.

### **LOGIC:**

- To take part of the fundraising load off of the Clubs.
- To set example for successful Corporate Fundraising for Clubs.
- To expand beyond the current donor pool by enlisting outside and corporate support, given the ever-widening range of fundraising, including the Target Program, for which The FAWCO Foundation is responsible.

**RESPONSIBILITY:** Target Fundraising Coordinator

### **RECOMMENDATION 5:**

Help clubs find Corporate Sponsors by developing a toolkit on how to secure corporate sponsorship. Select a few 'test Clubs' to receive in-depth training on obtaining Corporate Sponsors and support them through the process. Keep an overview of all Corporate Sponsors obtained for the Target Program.

#### **LOGIC:**

- To assist Clubs in building new skills and increasing their ability to raise large sums of money.
- To assure there will be no overlap or competition between potential Sponsors by working cooperatively.
- To assist Clubs in the future based on successes of other Clubs.

**RESPONSIBILITY:** Target Fundraising Coordinator

### **RECOMMENDATION 6:**

Assist Clubs to establish a 'buddy system' within Regions.

#### **LOGIC:**

- To facilitate the interactions and sharing of knowledge, skills and success between Clubs.
- To assist Clubs looking for help identifying successful fundraising opportunities and methods for future Target Programs.

**RESPONSIBILITY:** FAWCO 2nd VP, Regional Coordinators and Target Chair

### **RECOMMENDATION 7:**

Distribute the Target Fundraising campaign kick-off package for the next Target Program, which should include:

\*1. A "quick reference" document explaining why FAWCO is supporting the Target Focus and Issue and the specific Target Project. Feedback shows the most successful fundraising occurs when Clubs are educated on the facts and awareness about the issue raised.

**RESPONSIBILITY:** Target Chair and NGO Director

2. A summary of the fundraising activities from the survey results of all donating Clubs with the list of the "Best Practices."

**RESPONSIBILITY:** Target Fundraising Coordinator

3. Information on the Corporate Fundraising Toolkit.

**RESPONSIBILITY:** Target Fundraising Coordinator

#### **LOGIC:**

- To assist Clubs in building new skills and increasing their ability to raise large sums of money for the Target Program.

**RESPONSIBILITY:** Target Fundraising Coordinator, Target Chair and NGO Director

**RECOMMENDATION 8:**

Use data from the first Target Program to create a direct individual donor program using Constant Contact and social media sites where appropriate. This “list of individual donors” can be used to communicate with and to thank past donors, as well as to inform them of the new Target Project.

**LOGIC:**

- To professionalize and improve the ability of The Foundation to raise more money for the Target Project.
- To give incentive, recognize and thank individual donors for their generosity and interest in the Target Program.

**RESPONSIBILITY:** Target Fundraising Coordinator and The FAWCO Foundation VP Communications (assistance from FAWCO Webmaster or VP Communications would widen the pool of data).

**RECOMMENDATION 9:**

Look strategically at the events calendar to determine the best methods for fundraising to maximize results for **all of FAWCO's core philanthropic programs: Development Grants, Education Awards, NEEEDS program, Eleanor Roosevelt Girls' Leadership Worldwide, and the Target Program.**

**LOGIC:**

- To coordinate the fundraising activities so that all philanthropic projects receive the funding they need during the Target Program fundraising phase.

**RESPONSIBILITY:** The FAWCO Foundation Board

**RECOMMENDATION 10:**

Address any potential overlap between the Target Project and Development Grants once the Target Project has been selected by evaluating the Development Grant categories. Make changes to avoid duplication of efforts and possible confusion for Clubs as well as support the focused efforts of the Target Program.

**LOGIC:**

- To reinforce the Target Program's goal of focusing donations for the Target Issue on one project.
- To illustrate the combined focus of the FAWCO Board and The FAWCO Foundation Board for the Target Program Project.

**RESPONSIBILITY:** The FAWCO Foundation Board

### **RECOMMENDATION 11:**

Create a three-year Target Issue Education and Awareness and Fundraising campaign, which coordinates rather than competes with the other FAWCO Foundation goals. Examples:

- Build on the success of the Target Cruise, and consider offering a Target Cruise or Target trip to an interesting/exotic location for each Target Program cycle.
- Organize a special FAWCO donor trip to the project site.
- Organize an online auction.
- Fundraise at the annual Conference (Options: tombola, percentage of Foundation Night, proceeds of the sale of some specific items in either the live or silent auction, and/or set aside a specific lunch or dinner for the Target Program).

#### **LOGIC:**

- To ensure the success of all of FAWCO's core philanthropic programs.

**RESPONSIBILITY:** Target Fundraising Coordinator and Target Chair

### **\*RECOMMENDATION 12:**

Mobilize the Regional Coordinators to encourage more of their Clubs to participate in the Target Issue Education and Awareness and Fundraising campaign and provide incentives such as awarding plaques or giving more recognition in the FORUM, online and at the conference for individuals, Clubs and regions.

#### **LOGIC:**

- To increase the number of Clubs who participate in the Target Program.
- To put those who do participate in the spotlight.

**RESPONSIBILITY:** Target Chair

### **\*RECOMMENDATION 13:**

Organize a special session at each conference for the Reps to meet with the Target Chair and Target Fundraising Coordinator to discuss publicity, answer questions and discuss best practices for Target Issue Education and Awareness and Fundraising.

#### **LOGIC:**

- To create more enthusiasm among FAWCO Reps for the Target Program.

**RESPONSIBILITY:** Target Chair and Target Fundraising Coordinator in concert with Conference Organizers.

Recommendations marked with a \* also apply to Target Issue Education and Awareness.

## TARGET ISSUE EDUCATION AND AWARENESS

There was little direct feedback related to Awareness Building in the survey results. As the Task Force worked to better understand Awareness Building, it became clear that it means different things during the various phases of the Target Program and therefore it can easily be overlooked or lumped with other tasks, most commonly Fundraising. This is understandable given that issue/project awareness is critical to raise funds.

### RECOMMENDATION 1:

Revise terminology to "Target Issue Education and Awareness" instead of "Awareness Building."

#### LOGIC:

- It was not always clear what the term "Awareness Building" actually meant.
- To provide a term which more clearly expresses the process of raising awareness and educating Clubs about the Target Issue and the Target Project.

**RESPONSIBILITY:** FAWCO Board, The FAWCO Foundation Board and Target Chair

### RECOMMENDATION 2:

Arrange for speakers/presentations at the FAWCO Biennial and Interim Conferences as well as at Regional Conferences. Facilitate attendance of Target Chair and/or Target Fundraising Coordinator at Regional Conferences for presentations on Target Issue Education and Awareness.

#### LOGIC:

- To promote awareness of the Target Issue and Target Project.

**RESPONSIBILITY:** Conference Organizers in cooperation with Target Chair and Target Fundraising Coordinator

### RECOMMENDATION 3:

Provide regular written and photo material of the Target Issue and Target Project through the Target Bulletin, The FORUM, and the FAWCO, FAWCO Foundation and FAUSA websites.

#### LOGIC:

- To promote awareness of the Target Issue and Target Project among the entire FAWCO readership and for potential corporate sponsors.
- To assist Clubs in promoting the Target Issue and Target Project among their membership.

**RESPONSIBILITY:** The FAWCO Board, The FAWCO Foundation Board, FAUSA Board, Target Chair and Target Fundraising Coordinator

#### RECOMMENDATION 4:

Encourage all Global Task Forces to provide information and materials for Target Issue Education and Awareness in the context of their Task Force's focus. Examples, using the water issue:

- *Americana* could have had a program focused on water in the U.S., such as, famous dams.
- *EVAWAC* could have shared links between access to water and putting young girls at risk while traveling great distances to collect water.
- *Environment* did coordinate their efforts with the Target Issue.
- *Health Issues* could have shared links between clean water and improved health.
- *Sharing Cultures* could have encouraged story gathering about how different cultures regard/use water.

#### LOGIC:

- To provide Clubs with more information to promote the Target Project and Target Issue among their membership.
- To encourage involvement by all FAWCO Global Issues Task Forces in Target Issue Education and Awareness, as well as give them an opportunity to promote their issues, while at the same time, supporting the Target Program.
- To promote a collective effort that unites **all** of FAWCO in supporting the Target Program.

**RESPONSIBILITY:** Global Task Forces

## REVIEW PROCESS

While conducting this current review, it was noted by the Task Force that an ongoing review process would greatly improve FAWCO's ability to gather timely information to better assess and evaluate the Target Program.

### RECOMMENDATION 1:

Appoint a Target Program Review Committee to do an ongoing review of the Target Program. The Selection Process should be reviewed upon completion of the Target Project selection. Target Issue Education and Awareness and Fundraising should be reviewed midway through the campaign and a final review of the whole Target Program should begin in September 2015.

### LOGIC:

- To allow for immediate feedback on the various aspects of the Target Program while thoughts are fresh in people's minds.
- To evaluate the second Target Project Program in a timely manner, it is better to appoint the Target Program Review Committee as each aspect of the Program winds down, giving a little distance, but not waiting until the Program is finished to begin the review process.

**RESPONSIBILITY:** The FAWCO Board, The FAWCO Foundation Board and Target Program Review Committee

## CONCLUSION

Despite focusing on the areas that need improvement, the Task Force believes the first Target Program was a very successful campaign. Aside from the bottom line monetary amount raised, the Target Program has several non-tangible “priceless” achievements:

- The opportunity for local Clubs to make a global difference.
- The opportunity to actualize FAWCO’s support for the UN and the MDGs.
- The opportunity to demonstrate how powerful FAWCO Clubs can be when working toward one unified goal.
- The opportunity to increase education and awareness of global issues.

Respectfully Submitted by the Target Program Task Force,

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## ADDENDUM

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TIMING	TASK	RESPONSIBILITY
	<b>PROJECT SELECTION</b>	
	<i>Option 1: Clubs Vote for the top three proposals, with a second round of voting to select the winning project.</i>	
30. September - 30. October 2013	Evaluate the applications, prepare one page summaries using a standard form for each application and send them to the Applicants for review.	Selection Committee
30. October - 15. December 2013	Post all projects with standardized summaries on FAWCO Website. Make all summaries available to Clubs for review as they prepare to vote for the top three proposals. There will be no need to explain to Applicants who did not make the top three as the vote would be done by the Clubs.	Selection Committee
15. December 2013	Deadline for the first round of voting by Clubs to select the top three proposals.	Clubs
15. December 2013 - 15. February 2014	Supervise Applicants of the top three proposals and help them with their preparations to promote Target Issue Education and Awareness through PowerPoints and webinars and make available to Clubs. The proposals will not be anonymous, so if Clubs have questions, the Applicant or Target Chair can be contacted.	Target Chair



TIMING	TASK	RESPONSIBILITY
15. November 2013 - 15. February 2014	<p>Post the selected 3-5 proposals with standardized summaries on FAWCO Website for Clubs to review as they prepare to vote on the final project.</p> <p>Supervise the Applicants of the top 3-5 proposals in their preparations to promote Target Issue Education and Awareness through PowerPoint presentations and webinars and making them available to the Clubs.</p>	<p>Selection Committee</p> <p>Target Chair</p>
15. February 2014	<p>Deadline for final vote. Tabulate final vote and determine the winning proposal. Choose one of two ways to announce the winner:</p> <ol style="list-style-type: none"> <li>1) In coordination with the winning proposal, prepare Conference presentation to announce 2<sup>nd</sup> Target Project while informing other two Applicants that their proposals have not been chosen. (If this option is chosen, the Applicants should be informed to keep results secret until after the announcement is made.)</li> <li>2) Prepare Conference presentation based on summary and winning proposal's preparations to promote Target Issue Education and Awareness materials to make surprise announcement of 2<sup>nd</sup> Target Project at Conference.</li> </ol>	<p>Selection Committee</p> <p>Target Chair</p> <p>Target Chair</p>

TIMING	TASK	RESPONSIBILITY
March 2014 Conference	<p>Announce the winning Target Project. Fundraising Phase begins.</p> <p>FAWCO Reps meet with Target Chair and Target Fundraising Coordinator to discuss Target Issue Education and Awareness and Fundraising Campaign plans.</p> <p>Potential Target Program Kickoff Fundraising Event*.</p> <p>Report to Board on Selection Process.</p>	<p>FAWCO Board and The FAWCO Foundation, Target Chair and Target Fundraising Coordinator</p> <p>Target Chair and Target Fundraising Coordinator</p> <p>Target Fundraising Coordinator</p> <p>Target Program Review Committee</p>
March 2014 - 2015	Continue Target Issue Education and Awareness and Fundraising.	Target Chair, Target Fundraising Coordinator and Clubs
March 2015 Conference	<p>Progress Report.</p> <p>Speakers to promote Target Issue Education and Awareness about the Target Project and the Target Issue.</p> <p>FAWCO Reps meet with Target Chair and Target Fundraising Coordinator to discuss Target Issue Education and Awareness and Fundraising to date and plans for the final year.</p> <p>Reappoint Target Program Review Committee.</p> <p>Conference delegates meet with Target Program Review Committee to give feedback on the Target Program in an informal setting.</p> <p>Fundraising event*.</p>	<p>FAWCO Board and The FAWCO Foundation, Target Chair and Target Fundraising Coordinator</p> <p>Target Chair and Conference Organizers</p> <p>Target Chair and Target Fundraising Coordinator</p> <p>FAWCO Board and The FAWCO Foundation</p> <p>Target Program Review Committee</p> <p>Target Fundraising Coordinator</p>
15. September 2015 - 15. January 2016	Evaluate Target Issue Education and Awareness and Fundraising process.	Target Program Review Committee
31. December 2015	Official fundraising for the second Target Program ends.	

TIMING	TASK	RESPONSIBILITY
February 2016	<p>Report on Target Issue Education and Awareness and Fundraising process.</p> <p>Select Target Issue for the third Target Program.</p> <p>Select new Target Chair.</p> <p>Select new Target Fundraising Coordinator.</p>	<p>Target Program Review Committee</p> <p>FAWCO Board and The FAWCO Foundation</p> <p>FAWCO Board</p> <p>The FAWCO Foundation</p>
March 2016 Conference	<p>Recap the second Target Program.</p> <p>Announce the start of the third Target Program.</p> <p>etc.</p>	<p>FAWCO Board and The FAWCO Foundation</p> <p>FAWCO Board and The FAWCO Foundation</p>

\*See Fundraising Recommendations in TPTF Report and Recommendations.

The Target Program Survey was conducted twice, once in June, and the second time in September, 2012. The first time 15 out of 35 people responded, and in September 8 out of 37 filled out the questionnaire. During both the Region 2 and 4 conferences, feedback about the Target Program was received. The FAWCO Boards 2009-2011 and 2011-2013, the FAWCO Foundation Boards 2008-2010, 2010-2012, 2012-2013, the Global Issues Task Forces, the Target Chair, the NGO Director, as well as a few club representatives from Clubs who participated strongly in Target and Clubs who did not participate were asked to complete the survey. The Target Task Force compiled all of the answers and comments into the following summary.

## Summary of the Target Program Survey

The Constant Contact Survey results give us statistics (please refer to Group 1 and 2 overall responses to see the percentages and ratios) which show that the Target program was well received and highly considered. Respondents were impressed with the Target Chair and felt that the program made an overall impact. There was general satisfaction with the organization and timing, and Issue and Project selection processes. It was clear that respondents thought the Target program should continue, focusing on one world issue and fundraising over several years.

It was when the individual comments (please refer to RESPONDENTS' COMMENTS) were examined that specific details illuminated the issues that need to be addressed in the next Target program by building on the successes of the first one. These comments were reflected in the suggestions made by the respondents to improve the next Target Program.

### What do you consider was the best feature/most successful part of the Target Water Program?

Despite all the conflict and dissatisfaction at the organizational levels much was done well and the TP was successful! There are benefits for the local Clubs, FAWCO and the families assisted by Tabitha. Here is a summary of positive points ranging from what was well regarded, what was successful and what should be repeated:

- **Relevance of the issue** a big positive
- Local Clubs felt they were **making a huge difference** in the lives of so many
- It **raised FAWCOs profile** among Club members; (having local Clubs vote increased their awareness of FAWCO's activities, made them feel part of the process and raised awareness of MDGs)
- **Overall idea of having everyone pull together on a big UN project** is very powerful
- **Large sum of money was raised** & many families in Cambodia were helped
- **Good use of regional meetings** to get the message out
- **Inspirational project** - was **tangible** and progress easily measurable:  
X \$ = X wells = help for X number of families
- **Organized and motivating TP Chair** was essential
- TP Chair's **PowerPoint presentations** for club use
- **Monthly water bulletins** were a great source of very useful information for the Clubs + updates with photos!
- Local Clubs using bulletins/newsletters/website to get the message out
- Good **variety of fundraising ideas** through the FF(WDD, donations in some else's name..)
- **Cruise for Cambodia** for fund-raising

### What do you consider was the biggest opportunity for improvement/least successful part of the Target Water program?

#### Biggest opportunity for improvement:

- **Streamlining of the process:** Potentially, eliminating issue selection; Simplifying the application process
  - While there is overall feedback that we need to simplify the process, it doesn't seem that in the end the respondents want to *radically* reduce the overall time frame of the campaigns. (3 years seemed reasonable to the majority of the respondents).

- Review the “FAWCO Calendar” and revise the process at all levels so it is more closely aligned with Clubs’ “rhythms”. There were a number of comments regarding the timing. The program was set up to use the conference to maximize publicity and “build the hype” for all of the major announcements, but for Clubs March is usually the start of the Clubs’ final quarter for business (most wind down end of May).
- **Improved fundraising for Target Program:** Securing outside funding, e.g. corporate sponsors; Allowing fundraising during FAWCO conferences
- **Establishing “Women” as the central theme for future Target Projects**

Before the next Target, do we discuss the merits of having one “umbrella” issue that FAWCO will stand for (Women as an issue was mentioned in the feedback)?

- Global Task Forces would have to indicate how their proposed Target issue would directly impact the umbrella issue.
- Would the Clubs find it easier to understand the program if it always relates to the same umbrella issue? Or would they become bored and apathetic?

### Least successful part of program:

- **Ill-defined roles and responsibilities of Target Program Committee**
  - Delineate more clearly the roles of FAWCO, Global Task Forces, and The Foundation but in doing so create a seamless, unified campaign.
    - Respondents commented that roles were not clearly defined. Some of this was attributed to this being the first campaign, but there is room for clarification.
    - The three chief entities (above) should agree what is expected of each of them and clearly state this to the Clubs.
    - Once the Target issue was selected Anne van Oorschot was the driving force in getting the information out and was an outstanding “Awareness Raiser in Chief”. It might be helpful next time to have more people involved in the awareness building, club or meeting presentations. It would take some of the wear and tear off of the Target Chair; avoid making her the lightning rod for criticism. And adding people to the presentation team will generate enthusiasm.
- **Lack of cooperation from FF; parties did not work well**
- **Lack of transparency and communication**
- **Poor and inconsistent presentation of Target Project finalists**

### Do you have any other suggestions for improvements for the next Target Program?

- **Revise calendar of Target program**
  - Decide length of entire program cycle – shorten entire program to 2 yrs?
  - Consider matching votes/announcements to FAWCO conferences
  - Recognize timing challenges of vacations and leadership transitions
- **Simplify application process**
  - Took too long
  - Suggest that the issue and project process need not be separated, hence shortening the entire process
- **Revise selection criteria and decision process for the issue/project**
  - Suggest a “core framework” for the issue – i.e. “women and girls’ empowerment”
  - Just one recipient / ideally something tangible and measurable
  - Review requirement of Clubs voting – only once?
  -
- **Simplify application forms**

- Eliminate irrelevant information
- Focus on information that helps in decision-making process based on the selection criteria
- 
- **Clarify what Applicants are expected/allowed to do to promote their issue/program**
  - Equal opportunities to send out information to club members and/or present at conferences
  -
- **Clarify goals of fund-raising within FAWCO and from outside sources**
  - Address if there is a need for limitations on Target program fundraising at conferences
  -
- **Clarify roles of FAWCO Foundation and FAWCO Federation members for the Target program**
  - Appoint Target Chair early in the process
  -
- **Clarify expectations of Global Task Forces**
  - Role in submitting applications.
    - Note that with only 2-3 active task forces at the moment, applications should be accepted from individuals as well
  - Level/type of support expected /requested by all task forces in support of a “multidisciplinary project” if chosen?
  - Ability /limitations on fundraising for projects not directly related to the Target program

Target Task Force  
November 13, 2012

Anne van Oorschot, Target Chair, AWC The Hague

Elsie Bose, TFF Parliamentarian, AWG Paris

Karen Lewis, FAUSA

Monica Jubayli, FAWCO 3rd VP, AWA Dubai

Pam Perraud, FAWCO UN Director, AAWE Paris

Sara von Moos, FAWCO UN Rep, AWC Bern

Tricia R. Saur, FAWCO Rep, AIWC Cologne

# HANDBOOK

## for

### FAWCO Target Program - Draft

#### FAWCO Mission Statement

FAWCO is an international network of independent organizations whose mission is to serve as a resource and channel of information among its members; to provide a voice for American women abroad and to support the rights of all Americans worldwide; and to actively contribute to the global community with a specific focus on education, the natural and human environment, multicultural understanding and international goodwill.

**Committees** refer to the Administrative Committees (Archives, Bylaws and Administrative Guidelines, Finance, Membership, Nominating, Resolutions and Recommendations and Site Selection) which all help with the administration of FAWCO; as well as U.S. Issues Committees (Citizenship, Tax and Banking and Voting from Overseas) which address U.S. Citizens' concerns.

**Task Forces** refer to the Global Issues Task Forces (Education, Ending Violence against Women and Children, Environment, Global Aging, Health Issues, and Sharing Cultures) which address global issues and UN Millennium Goals.

#### **FAWCO Target Program:**

Brings a critical global issue to the attention of FAWCO Clubs, their members and their host communities/ countries and in so doing, assists in attaining one of the UN Millennium Development Goals.

Follows a four-year cycle of issue selection, increasing awareness, charity project selection and fundraising, including seeking sponsorships.

#### *The Target Chair:*

##### *Eligibility*

Shall be a full and current member of an overseas FAWCO Club at the time of appointment.

Shall be appointed at the beginning of each three-year term by the FAWCO President at the Conference in consultation with the Board, and is automatically considered to have resigned at the end of the Target Program.

Has regular and easy access to email and Skype, or another form of internet phone calls.

##### *General Responsibilities*

Stimulates awareness and fundraising efforts, among FAWCO Member Clubs for the Target Program as well as supporting the corporate sponsorship efforts carried out by the FAWCO Foundation.

Ensures that funds received are administered by the FAWCO Foundation by providing accurate information to donors about how to make donations through the website or directly to the FAWCO Foundation Treasurer.

Has an overview of the Program as the one-stop information point for the Target Program.

Reports to the Third Vice-President, who in turn informs the Board, where appropriate, of the work done, any problems she encounters, and all information she has gathered which can be of interest to the general membership.

Works with the Third Vice-President and other Committee/Task Force Chairs/ and the FAWCO Foundation to promote and communicate the Target Program to the Member Clubs.

Submits a written report and honors deadlines for the Annual Report, which includes the mission statement and clearly stated goals of the Target Program; what has been accomplished in the past year and by which procedures; and what the plans are for the upcoming year. Discusses the awareness and fundraising initiatives from Member Clubs. Includes the number of Clubs/participants involved. Reports on the number of original publications (bulletins and/or articles) as well as on the interest that was shown in the Target Program based on how many subscribers opened the bulletins and/or how many "hits" the articles received.

Finalizes all pending work and transfers all pertinent files and information to her successor at the end of her Target Program term.

Ensures that Archives receive copies of all studies or reports that are undertaken and completed by the Target Program by forwarding them to the Third Vice-President.

### *Communication Responsibilities*

Follows the Communication Guidelines for all bulletins or other material to be circulated to FAWCO Clubs and for posting on the FAWCO website.

Publishes a monthly Target Program Bulletin raising awareness about the Target issue, highlighting fundraising efforts from member Clubs, and giving a general update on the Target Program.

Submits all materials and articles to be published to the First and Third Vice-Presidents for review before publication.

Takes advantage of regularly scheduled FAWCO mailings from the Second Vice-President (News in Brief) and Presidents' Coordinator.

Makes optimum use of the FAWCO Website to disseminate information and/or questionnaires and to coordinate Target Program projects.

Tracks the interest that is being shown in the Target Program by checking how many subscribers open the bulletin and/or how many "hits" the articles receive.

### *Conference Responsibilities*

Attends the Biennial and the Interim Conferences, if possible. At the discretion of the Board and funds permitting, a portion of Interim and Biennial Conference registration fees may be reimbursed to the Chair attending these meetings.

Gives an update presentation during the General Meeting on the Target Program.

Attends relevant Parallel Meetings at FAWCO Conferences, including tending a table at Face-2-Face.

***Budget/Expense Reports Responsibilities***

Submits any monies collected for the Target Program to the Treasurer of the FAWCO Foundation for final disbursement.

Receives a budget for her three-year term to cover travel to regional meetings and Clubs. May apply for additional funding in excess, not otherwise directly allowed for in the budget, by submitting a proposal to the Board for approval before incurring these expenses.

Shall not realize a surplus (rollover) of budgeted funds.

Submits requests for reimbursements and payments to the Treasurer, accompanied by a completed FAWCO expense form, and all receipts must be attached, as soon as possible (latest 6 weeks) after the expense is incurred or by March 1st of the fiscal year in which the expense is incurred. Follows the procedure for reimbursement established by the Treasurer.

Notifies the Treasurer, in writing, of the expected expenses if for any reason the Chair is unable to submit the request by this deadline.

Notifies the Treasurer of any expected income by this deadline so that the financial report at the Interim or Biennial Conference will reflect this anticipated amount.

***The Target Fundraising Coordinator:***

**TBA**

# Task Force Subcommittee Reports

## TARGET PROJECT SELECTION PROCESS

Anne van Oorschot, Target Chair, AWC The HAGUE

Sara von Moos, FAWCO UN Rep, AWC Bern

### Recommendations

- **Keep Target Program**

1. Opportunity for local clubs to make a global difference through Target Program.
2. Target Program needed to continue to show our support for the UN and the MDGs.
3. All FAWCO Clubs working together towards one unified goal is powerful force!
4. Provides good opportunity to increase education and awareness of issues.
5. Target Program allows clubs to focus their fundraising on one clearly defined project.

- **Choose one core focus and support it long term with related projects, in a variety of fields.**

Target Focus should be "Women" ("& Girls," or "& Children") Why: (1) Women are FAWCO's reason for being; (2) We need to clarify FAWCO's focus for the UN; and (3) "Women" will be officially adopted as FAWCO's core focus (as part of voting for R&Rs in Bern.)

To assure a variety of Target topics, the Target Issue should be added to "Women &..." that would rotate between 4 subject areas: 1) Education, 2) Environment, 3) Health, and 4) Human Rights.

- **Simplify and reduce Core Issue Selection in Selection Process**

1. There is no need for a major vote with the existence of a Target focus - Women.
2. The selection of a Target Issue can be done by a small group (possibly Club Presidents?) or committee in order to include the clubs in the decision making process, but not get bogged down with a lengthy voting cycle.

Things to keep in mind when selecting the Target Issue:

- a. Take current UN focus issue into consideration if possible;
- b. Encourage a rotation among 4 subject areas;
- c. Do not choose the same subject area as the previous Target Program.

- **Maintain Project Proposal aspect of existing Target Program with following guidelines:**

1. Proposed projects must address MDG's and be in line with FAWCO's R&Rs.

- 2 . Projects with a multidisciplinary approach are encouraged.
- 3 . Projects can be submitted by: Global Task Forces, local clubs and individuals. Submitter will be announced rather than anonymous.
- 4 . A financial goal for the Target Project should be set at the start and projects submitted should be for approximately that amount of money. This makes it possible to better compare projects, as well as receive submissions for a realistic estimation of what we are able to raise financially.
- 5 . Responsibilities of parties involved should be clearly defined (FAWCO Board, FAWCO clubs, Target chair, FF with regard to administration & fund-raising)
- 6 . Application form to be streamlined ([see attachment for suggested form](#))
- 7 . Information on project applications should be distilled into a 1 page standardized form and presented to clubs/posted in this manner ([see attached blank form + Wells example](#))
- 8 . Submitting person/club/task force should have opportunity to check summary for accuracy before it is posted/sent out.
- 9 . Contact person from submitting person/club/task force should be accessible for questions from voting body.
- 10 . Target Chair to be put in place from the start; simultaneous announcement of new Target Program and Chair. Clubs should be able to vote on which project to support – suggest doing this by having them vote on 3 candidates, with a ranking of their top 3; Board will decide based on voting (Board 25% vote?).

## FAWCO & THE FAWCO FOUNDATION

### Sample – TARGET PROJECT APPLICATION 2013

#### A Strategy for Identifying the FAWCO Target Project

When looking for an organization and a project which tackles the Target – Women &... – we provide a number of guidelines.

#### **The Organization:**

The Organization carrying out the project should have a verifiable track record in carrying out projects in this field. If the organization has been focused on other development issues in the past, does the issue of \_\_\_\_\_ comprise an important element of its overall mission?

#### **The Project:**

The Project itself should address the following concerns:

- Is the project focused with clear and specific objectives?
- Are the requirements of the project easily identifiable (i.e. number of water wells in x number of villages; building plans for a village water processing plant, etc) and can the results be measured?
- Is the goal realistic and attainable within the timetable set out in the project and is this timetable enforceable?
- Is the Project's budget commensurate with FAWCO's fundraising goal of \$\_\_\_\_\_?
- Does the project address a problem understood and wanted by the community and the people that it will serve, and NOT just by the people who are organizing the project?
- Is the project Sustainable? Are the goals reached and the results achieved by this project sustainable by the people and the communities that have been served?

If an applicant is unable to complete some of the questions, this can be taken into consideration when evaluating the project. It will not necessarily make the project ineligible for consideration. (The organization itself is often willing to help by filling out some parts of the application form.)

Please contact [vpprograms@fawcofoundation.org](mailto:vpprograms@fawcofoundation.org) for additional information or assistance in completing the Target Project application.

## TARGET PROJECT APPLICATION

Please fill out this form and attach it to an email to [vpprograms@fawcofoundation.org](mailto:vpprograms@fawcofoundation.org). You will then be given the mailing address for sending in the completed, signed hardcopy. Applications must be received by \_\_\_\_\_.

### THE PROJECT

**Name:**

**Submitted by:**

**Submitter e-mail:**

**Brief summary:**

**Location:**

**Geographical impact ( i.e. one village, several villages in one province, more than one country):**

**Objective:**

**Explain why project is needed:**

**What steps will be involved in project implementation:**

**What is the time line for carrying out the project?**

**Is there community participation in the project?**

**Will there be local “ownership” and responsibility for running the project at a later date?**

**Is this project sustainable?**

**How many people will benefit from the project?**

**How will the success of the program be measured?**

**Explain the project’s special impact on women (& girls/children).**

**How does the project address the Target Issue? If the project addresses other UN Millennium goals, explain how.**

**Why do you think this project would be interesting to most FAWCO Clubs and club members?**

## **THE ORGANIZATION CARRYING OUT PROJECT**

**Name:**

**Address:**

**Telephone Number:**

**Website:**

**Contact Name, telephone and email address: (Is this the person who will be overseeing the project and reporting on its progress? If not, please add the name, telephone and email address of this individual.)**

**Brief History:**

**Mission:**

**Type of Organization:**

- **NGO, local country registered, private etc.?**
- **Is it affiliated with a larger parent organization?**
- **\* Is it a registered 501(c)3 charity in the U.S.?**
- **\* Has it been vetted by GuideStar, Charity Navigator, or other charity evaluator?**

**How does this project fit into the Organization's Mission?**

**Has the organization carried out similar projects in other places?**

**How is the organization currently funded? (Please provide general percentages)**

**Provide complete financial statements (balance sheets, profit and loss statements) on the organization for 2011, 2012. What is the organization's budget for 2013? Where does the proposed project fit into this budget? (\* If you answered positively to either of the above stated questions, it is not necessary to answer this question.)**

## **FUNDING FOR THE PROJECT:**

**What is the budget? Please provide the budget breakdown.**

**Is there a minimum level of funding necessary to effectively meet the goal of the project?**

**Are other UN agencies and/or NGOs participating in some aspect of this project?**

**Provide detailed information on how the FAWCO funding will be spent:**

**Is there an opportunity to "steer" donations of a certain minimum amount to a specific location or facet of the project?**

**If more money is raised, can the scope of project be expanded?**

## Sample – Target Project Summary

**Name of Project:**

**Brief Project description:**

**Why is this needed?:**

- 1
- 2
- 3
- 4

**Who will carry out the project? & What are the steps that will be taken to reach the objective?:**

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8

**Project budget, Target Issue impact and Related benefits:**

- **Cost of project:**
- **Target Issue benefit:**
- **Health** (= other Target Issue):
- **Empowering women**(= other Target Issue):
- **Economic Benefit**(= other Target Issue):

Please see completed Sample Summary using the data from the first Target Project, Wells for Clean Water (Cambodia), on the next page.

## Project Name: Wells for Clean Water (Cambodia)

### Brief Project description:

Cambodia is a tropical country w/ abundant rainfall in the wet season and almost none in the dry season. The project will provide potable water for 4732 families with 37,856 dependents by the installation of 1,912 wells/ponds in 12 project areas with no safe wells or drinking water. The project will also enable the families to grow crops year-round, enabling them to increase their income from \$50 a month to \$250 within 3 months of receiving the water supply. Organization carrying out the project: Tabitha-Cambodia

### Why?:

- Pol Pot regime decimated the Cambodian population, destroying the social, moral and economic fiber of the country.
- Most wells in countryside were destroyed during Pol Pot regime.
- Villagers and animals now use open ponds or rivers which are often polluted with excreta or chemicals, resulting in diarrhea and other infectious diseases.
- The impact of access to clean water through installation of wells is immediate and significant: health improves and – with year-round crop growth – diet and income improve.

### Who will carry out the project?:

The Tabitha Foundation, a benevolent trust, was founded in 1994 to support aid efforts in the area. Tabitha is an NGO based in Cambodia but has 6 “daughter” Foundations worldwide. All work with a minimum of overheads, with most Foundations run by volunteers. The Tabitha Savings Program was started to help people take control of their own lives and rebuild trust. Families are encouraged to save money and any amount, no matter how small, is accepted, earning 10% interest. Only families who are enrolled in the Savings Program are eligible for the wells program.

Local contractors are used to drill wells and families must contribute a nominal amount towards the cost of their type of water source:

- Family well: pipe goes 50–60 meters down, hand pump used w/cement apron around pump area
- Field well: similar to Family well, but deeper and wider; can irrigate 4 hectares
- Community pond: up to 250 families dig hole (10x12 meters), cement and steel straps are used to form sides and steps into the pond; supplies water for 250 families

Each well or pond becomes the responsibility of the family or community after construction.

All families receiving wells are required to earn an income from these wells (through raising animals or fish) and all families are required to grow vegetables &/or rice. They must earn \$250/month within 8 weeks of receiving their water source.

### Project budget, Water impact and Related benefits:

- **Cost of project: \$ 255,964.** – (this is an ongoing project; as many wells/ponds are installed as donations allow)
- **Water:** the above budget allows for the installation of 1,912 wells or ponds, which will provide potable water for 4732 families, with 37,856 dependents
- **Health:** the availability of potable water results in lower incidence of diarrhea, skin infections and other infectious diseases; water makes year-round crop growth possible, which results in better diet
- **Empowering women through education:** there is no specific targeting of women or educational aspect to this project
- **Economic Benefit:** economic benefit through growth of year-round crops and animal husbandry; families with access to a well are able to work their way out of poverty much quicker than those who do not.

## CALENDAR AND TIMING

Karen, Lewis, FAUSA

Tricia R. Saur, FAWCO Rep, AIWC Cologne

### Terminology:

**Target Program** – the name of the full cycle of events comprised of several phases; Target Issue Selection, Project Selection, Fundraising & Awareness, and Review. Cycles will run consecutively back-to-back. This will provide clubs a one-year break between fundraising phases. To provide clarity we will refer to each full cycle by number: e.g. we are currently completing and reviewing the 1<sup>st</sup> Target Program and making recommendations for the 2<sup>nd</sup> Target Program.

**Target Focus\*** - the central theme, which all Target Programs should address. In support of Resolution 1 of FAWCO's (proposed) R&R's, "Women and Girls" will be the focus of all future Target Programs.

**Target Issue**– a specific issue, which addresses the Target Focus, "Women and Girls". As identified by Resolution 1 of FAWCO's (proposed) R&Rs, the following issues should be selected from: education, environment, health and human rights. Consecutive Target Programs should not have the same Target Issue.

**Target Project** – the project selected and voted on to be supported each Target Program cycle; the 1<sup>st</sup> Target Program's Target Project was Tabitha- Wells for Clean Water.

*\* In our conference call, we discussed that it might be clearer if we use the term "Target Issue" to refer to the specific issue chosen for each Target Program (one of the 4 listed here, always addressing Women and Girls, supporting FAWCO's R&R's. We have used the term "Core Focus" to refer to this focus on Women and Girls.*

### Things we considered as we designed the Timeline for the Target Program

1. Pertinent notes from "Summary of Target Project Survey":
  - a . Preference to eliminate or greatly minimize 'issue' selection.
  - b . Wish for a simplified application and for the 'project' selection process to be more streamlined.
  - c . Reduce the amount of time for project selection to 1 year.
  - d . Fundraising phase should be 2 years.
  - e . Clubs need a break between the fundraising phases
2. FAWCO conference (each March) – use for major announcements/publicity/"build the hype"/launch fundraising program
3. Member Clubs' calendars –
  - a . Club Board terms vary greatly.
  - b . Holidays and summer months should be avoided for voting or significant work on the part of board members.
  - c . Boards generally meet monthly (on differing dates during the month), so when asking clubs to vote, they need to be given enough time to review documents before they meet and have their Board Meeting and then submit their vote. Documents for review should be sent to clubs a minimum of 6 weeks before the vote is due.

4. Each phase of the Target Program presents its own administrative questions; what needs to be accomplished, how and by whom? We have given generous time frames to each phase to allow for various administrative approaches.
  - a . Project Selection/Planning – 1 year
  - b . Education and Awareness - should be an ongoing process; The task of awareness building of the Target Program, its core focus and specific Target Issue is vital to each phase of the Target Program.
  - c . Fundraising – 2 years
  - d . Review Process – should be ongoing and completed at the end of each phase; Ex. Following the Project Selection phase a review is conducted and best practices are established for the next Target Program cycle, this should be done early in the Fundraising Phase, while the experiences are still fresh in participants' minds. Then evaluation of the Fundraising phase can be done as the cycle comes to an end and a new one begins.

**FAWCO TARGET PROGRAM TIMELINE  
FOR 2<sup>ND</sup> TARGET PROGRAM; BASED ON A THREE YEAR CYCLE**

**2/2013** Select Target Issue (FAWCO Board, this time at least)

Select new Target Chair (FAWCO Board)

Select new Target Fundraising Coordinator (FAWCO Foundation)

**3/2013 - CONFERENCE**

Recap the 1<sup>st</sup> Target Program

Announce the start of the 2<sup>nd</sup> Target Program

- Inform Clubs of the revised design of the Target Program
- Officially appoint Target Chair and Target Fundraising Coordinator
- Announce the Target Issue
- Open the Target Project application process
- Begin awareness-building of the chosen Target Issue
- Meeting for FAWCO Reps with Target Chair and Target Fundraising Coordinator to discuss the Target Program and Target Issue and brainstorm ways of raising awareness among clubs

**30. Sept. 2013** Target Project Applications are due.

Selection Committee then evaluates the applications, prepares summaries for each application and sends them to the applicants for review.

**15.Dec. 2013** Selection Committee selects the top 3-5 proposals.

**6.Jan. 2014** Selection Committee submits top 3-5 proposals to the member clubs for review and voting\*

Applicants whose projects are not selected should receive an explanation at this time.

Applicants of the top 3-5 proposals are requested to make a multimedia presentation about their prospective Target Project for electronic distribution to the Boards and Clubs

**15. Feb. 2014** Deadline for submission of votes from clubs.

Selection committee reviews votes and determines the Target Project winner

**3/2014 – CONFERENCE**

Announce the winning Target Project.

Fundraising phase begins.

FAWCO Reps meet with Target Chair and Target Fundraising Coordinator to discuss awareness building and fundraising campaign plans.

Potential Target Program Kickoff Fundraising Event

**3/2015 - CONFERENCE**

Progress Report

Speakers to promote Awareness on the Target Project and the Target Issue

FAWCO Reps meet with Target Chair and Target Fundraising Coordinator to discuss awareness building and fundraising to date and plans for the final year.

Possible fundraising event

**1/2016**      **Deadline for Review of 2<sup>nd</sup> Target Program**

**2/2016**      Select Target Issue for 3<sup>rd</sup> Target Program

Select new Target Chair and Target Fundraising Coordinator

**3/2016 - CONFERENCE**

Official fundraising for 2<sup>nd</sup> Target Program ends

Recap the 2<sup>nd</sup> Target Program

Announce the start of the 3<sup>rd</sup> Target Program, Target Issue, etc.

## ADMINISTRATION PROCESS

Monica Jubayli, FAWCO 3rd VP- Committees, AWA Dubai

Anne van Oorschot, Target Chair, AWC The HAGUE

### GENERAL

- Target chair and Target selection (or screening) committee should be appointed before the March conference by the FAWCO president and Board.
- Target chair responsibilities as delineated in the Handbook for FAWCO Target Program.
- At least for this time, i.e. Target 2, the "supplementary focus" should be decided on by the FAWCO Board and TFF. Perhaps in the future there would be an ongoing Target committee and perhaps they would be the ones to select the "supplementary focus" in the future, in coordination with the FAWCO board and TFF.
- The best & clearest definitions to use remains a challenge! 2 options:

**Core Target issue** = always Women (& girls/ children)

**Supplementary Target Focus** = changes w/ each Target Program

(Suggest getting the word "Target" into both of the terms so there is no doubt we are talking about 2 different (and complementary) aspects of the same program.)

---Or---

**Target**= Women (& girls/ children)

**Target Focus** = Changes w/ each Target Program

### PROJECT SELECTION PROCESS

Selection (or screening) committee duties:

\*Review and revise the application form

\*Collect all applications by deadline (Sept. 30) and begin vetting process:

Option One - Clubs vote for top three proposals, w/ a 2<sup>nd</sup> voting round to select final project:

\*Selection committee reviews all applications and summarizes them, using standard forms and making sure that applicants review the summaries for accuracy, (Sept. 30-Oct. 30). Make all summaries available to clubs for review so that clubs vote for top three proposals (Oct. 30-Dec. 15). There will be no need to explain to applicants who did not make the top three as the vote would be done by the clubs.

\*Supervise top three proposals and help them with their preparations to "Raise Awareness" through PowerPoints and *webinars* and make available to clubs (Dec. 15-Feb. 15). The Target Chair should be responsible for helping applicants with this. Since it is not necessary for the proposals to be anonymous, if clubs have questions, the submitter – or Target Chair - can be contacted.

\*Tabulate final vote (deadline Feb. 15) and determine the winning proposal. In coordination with the winning proposal, Target Chair prepares conference presentation to announce Target 2 Project while informing other two applicants that their proposals have not been chosen. (If this option is chosen, the "losing" applicants should be informed to keep results secret until after the announcement is made)

OR

\*Tabulate final vote (deadline Feb. 15); Target Chair prepares conference presentation based on summary and winning proposal's Awareness Raising materials to make surprise announcement of Target 2 Project at conference.

<b>PROS for option # 1</b>	<b>CONS for option # 1</b>
More democratic	Means a lot of work for clubs! Asking them to review a LOT of projects (9 or more)
Transparent	"Selection" is often actually done by FAWCO rep. to reduce work load for club's Board

Makes process a bit easier for Selection Committee; they still have to make the project summaries, but do not have to select the finalist projects	Review & selection process at very busy time of year for clubs
Directly involves clubs in decision making process	

Option Two- Selection Committee chooses top 3-5 proposals, clubs vote for final project:

\*Review all applications and summarize them, using standard forms for the purpose of narrowing them down to the three top proposals, (Sept. 30-Nov. 30) When the final three have been chosen, the committee must explain to applicants who did not make the top three why they did not qualify, and show the results of voting/ decision making of the committee.

\*Before sending out summaries of the top three proposals to the clubs, make sure that applicants review the summaries for accuracy. Make summaries available to clubs for review with clubs voting on final project (Nov. 30-Feb. 15).

\*Supervise top three proposals and Target Chair helps them with their preparations to "Raise Awareness" through PowerPoints and webinars which are made available to clubs (Dec. 15-Feb. 15)

\*Tabulate final vote (deadline Feb. 15) and determine the winning proposal. In coordination with the winning proposal, Target Chair prepares conference presentation to announce Target 2 Project while informing other two applicants that their proposals have not been chosen.

OR

\*Tabulate final vote (deadline Feb. 15) and Target Chair prepares conference presentation based on summary and winning proposal's Awareness Raising materials to make surprise announcement, at conference to announce Target 2 Project.

<b>PROS for Option #2</b>	<b>CONS for option #2</b>
Less work for clubs to evaluate (fewer # of projects)	Less "say" for clubs (the supplementary Target focus decision has already been taken away from the clubs)
"Finalist" selection by Selection Committee allows for better screening of projects; Comm. members are more qualified/better background to make informed decisions	
More straight forward for clubs	

One aspect that is not reflected in the above 2 choices is whether the voting will be 100% from the clubs or whether the FAWCO and FF boards will have a voting percentage as well. We are in favor of giving the clubs, say 70% and each of the Boards 15% of the final vote. The FAWCO and FF Boards have good insights into what projects fit well w/ us and can contribute valuable knowledge and experience through their votes. (Participation of the Boards through voting is especially relevant if Option #1 is chosen!)

**REVIEW PROCESS**

A Review Committee should be selected by the FAWCO Board for reviewing the following phases of the Target program (may or may not be the same people):

\*After Oct. 2013- Selection process

\*After March 2014- Awareness Raising

\*After March 2015- Midway Fundraising

\*After March 2016- Final Evaluation of Target 2

While evaluating on an ongoing basis has the advantage of things being fresh in people's minds, if you want to get input from a broader circle, (club members) which we think is a good idea, you can't keep bombarding them with questionnaires. It is also good to look at the project as a whole, rather than focusing too much on every step of the way. No matter how well things are organized, there are bound to be steps along the way that seem annoying, but that are, never the less, important for the overall program's success. May not be ideal to focus too much on these aspects as they are taking place; a bit more distance often helps increase insight, by putting things in perspective.

## **AWARENESS and FUND-RAISING**

FAWCO Board is responsible for:

Promoting awareness of the Target Program through the FAWCO website, global task forces, FAWCO Forum and Target Bulletin. The main awareness raising catalyst should be the Target Chair, in cooperation with the relevant Task Force, if they are active. The Target Bulletin in the responsibility of the Target Chair.

TFF is responsible for:

\*Supporting clubs' fundraising efforts through fundraising ideas, provide suggestions to help clubs find local sponsors, give tips on how to arrange matching funds donors, as well as working with Target Chair to organize fundraising opportunities at the annual conference. (Various ideas: give a percentage of Foundation Night proceeds to the Target Project; dedicate the second year of Target 2 Foundation Night exclusively to the Target Project; each year at the conference promote a Target Project fundraising activity).

\*Work actively to find a corporate Sponsor(s) for the Target Project: flat donation or donation matching what we raise in total or in specific period of fund-raising period (last year, last 6 months?).

\*Administering the fundraising through collection of donations and distribution of the funds to the Target Project.

\*Promoting the Target Project on TFF website.

Clubs are responsible for:

\*Promoting awareness of the Target issues (Program) at their club.

\*Fundraising for the Target Project where possible.

\*Fundraising for local projects that promote similar goals as the Target Project.

## FUNDRAISING RESULTS AND RECOMMENDATIONS

Pam Parraud, AAWE

Elsie Bose, AWG Paris

December 2012

### A. Fundraising Results

The original goal for the two-year fundraising campaign was \$80,000. Results to date are \$116,320. This is a 28% increase over the goal and the campaign will continue to collect donations until Feb. 2013. This total does not reflect any money donated to other water projects on behalf of the Target program.

The results *to date* (a final report will be issued at the end of the campaign) reveal some interesting statistics.

- 74% of the amount received came from club donations
- 56% of clubs (42) made donations, but just 6 clubs gave 46.3% of the money
- 15% of the amount received came from 92 individual donations, average of \$188.18.
- The balance of the amount raised came from the Foundation Cruise (8%), "Wishing Well" Tombola organized at Marrakech conference which raised over \$4000 (3.5%), book sales (3%), charms (1%)
- Based on the generally assumed number of 15,000 individual members of FAWCO clubs, the average amount raised per member would be \$7.74

**By any standard, the first Target campaign was a great success.** Combined with the Foundation's other core programs, FAWCO clubs and their members have increased fundraising for philanthropy by approximately 89% in the past two years. The challenge for FAWCO will be how to maintain this amount of funding for all of these philanthropic programs.

### B. The Role of the Clubs in Fundraising

Target Chair Anne van Oorschot told us that in terms of Club fundraising, the following ideas were significant:

- The importance of awareness with the fundraising project: It is easier to raise money when people clearly understand the degree of urgency and need.
- The importance of the challenge grant for AWG Paris to raise so much money: An outside challenge matching grant of \$3000 was enough to spur the club to raise \$15,075 or 17.63% of all of the club donations!
- Some fundraising ideas that worked well
  - Gala/dinner/lunch with silent auction/raffle
  - Helping Handbag auction
  - Game events- bunco, bingo, casino evenings
  - Well Deserved Desserts
  - Adding donation to existing cost of event
  - Wine tasting event
  - Certificates – having a certificate that is downloadable where you can fill in the amount yourself was the most popular
  - Sponsoring a photography contest and selling the book with the submitted photos on the Target subject
- The importance of the FAWCO Rep in creating enthusiasm for the Project
- It was not necessary to invent new ideas for fundraising per se. Old ideas still worked well.

### C. The Role of the Foundation in Fundraising

1. Highlighted the Target project and recognized the ongoing fundraising done by clubs on its website and its monthly newsletter. The Target fundraising campaign has occupied the most prominent parts of the Foundation's home page during the *entire* campaign. The website also included a recognition page of the donors.

2. Developed a certificate program that clubs used to solicit donations from members in the name of friends and family. This proved to be very popular.
3. Developed the “Well-Deserved Desserts” fundraising modules for the clubs to use as a “recipe” for putting together a fundraising event.
4. Produced a water charm with proceeds going to the Target project.
5. Organized a luxury cruise for FAWCO club members with the corporate support of Costa Cruises and a number of local businesses. This event raised over \$8000.
6. Consulted FAWCO club contacts regarding potential sponsor contacts, however, it was decided midway through the program that the Foundation would not seek outside funding.
7. Administered the donation collection and distribution. It has kept the financial records for the campaign, sent out thank you/tax receipts and will produce a final report in 2013.

#### **D. Recommendations for Future Target Fundraising Campaigns**

1. While it is wonderful that FAWCO greatly exceeded the original goal of \$80,000, many have stated that perhaps the bar was set too low, and that once the goal was reached, many clubs stopped fundraising, so that rather than spur people on, it discouraged them. As the amount raised for the malaria nets exceeded \$168,000 over a shorter period of time, it now appears that FAWCO’s track record demonstrates that we could aim much higher for the next Target Program. The goal does not need to be attached to a FAWCO anniversary. A reasonable starting point would be around the actual result from this current campaign. Or take an approach that makes it sound much more reasonable and attainable, like \$10 per member, which would result in an overall goal of \$150,000.

**RESPONSIBILITY: The FAWCO Board**

2. The Target program survey results cited repeatedly the need for clearer delineation of responsibilities and better communication between the FAWCO and The Foundation Board.

The Foundation has already taken measures to make these improvements by aligning their Boards’ terms with the FAWCO boards’ terms. **This will commence with the elections at the March 2013 conference.**

**RESPONSIBILITY: The Foundation Board**

3. The Foundation instituted a Target Fundraising Coordinator position into their organization but did not fill the position for the first campaign. **The VP Fundraising should appoint this position in the beginning of the next term.** In an effort to try to professionalize and improve the ability of the Foundation to raise more money, The Foundation should try to recruit someone who is/was a professional fundraiser, and is familiar with the latest fundraising strategies, regarding donor campaigns and acquiring sponsors.

**RESPONSIBILITY: The Foundation**

4. **After this Target campaign, conduct a “deep dive” into the financial data to identify areas of opportunities for future Target campaigns.** We can review data by region, dates donations were made, average amount of donations, etc. and use this data to improve our fundraising performance.

**RESPONSIBILITY: The Foundation**

5. **Create a survey (via Constant Contact?) for the 42 clubs who donated to the Target program to find out how they raised their donation-events, donor campaigns, sponsors etc.** Include a brief description of their individual campaigns. Also ask: What were the challenges? What would they do differently? Etc.

**RESPONSIBILITY: Foundation and FAWCO Reps from the 42 clubs**

6. **Compile all of the quantitative and survey information to prepare a fundraising “handbook” for the website to be used on all programs.**

**RESPONSIBILITY: Foundation, VP Fundraising**

7. **While the Target Program is a club-based fundraising project, as the philanthropic arm of FAWCO, the Foundation has a vital role to play by initiating and coordinating outside corporate fundraising itself as well as providing expertise to clubs to assist them in doing corporate fundraising on the local level. The Foundation would develop a tool kit to assist clubs in corporate fundraising at the local level.** Clubs may have the resources but may not know how to make “the cold call”. In the next campaign, select a few clubs as “test clubs”. These clubs would receive more intense training with the Foundation. There might be the

possibility of actually having someone visit a club to assist with pursuing the sponsors. Building this program would allow clubs to get local corporate sponsors in fundraising for the Target program *and* build skill sets that the club can use beyond this campaign. The Foundation and the clubs would work hand in hand to assure there was no overlap or competition between potential sponsors.

**RESPONSIBILITY: Foundation, VP Fundraising**

**7. Another idea for assisting clubs to fundraise would be to establish a sort of “buddy system” where clubs in one region which were particularly “successful” in fundraising could be “paired” with other clubs in the region which may have less expertise or are looking for help in that area.**

**RESPONSIBILITY: 2nd VP, Regional Coordinators**

**8. The next Target Fundraising campaign kick-off package distributed for the next Target campaign should include:**

(A) A “quick reference” document explaining why FAWCO is supporting the Target focus. Feedback shows the most successful fundraising occurs when clubs are educated on the facts and awareness about the issue is raised.

**RESPONSIBILITY: Target Chair along with NGO Director**

(B) A summary on the fundraising activities from the survey results of the 42 clubs with the list of the “Best Practices.”

**RESPONSIBILITY: Foundation Target Fundraising Coordinator**

(C) Information on the corporate fundraising toolkit.

**RESPONSIBILITY: Foundation Target Fundraising Coordinator**

**9. Using data from the last campaign create a direct individual donor programs** using Constant Contact and social media sites where appropriate.

**RESPONSIBILITY: Foundation Target Fundraising Coordinator and FF VP Communications**-(some assistance from FAWCO Webmaster or VP Communications would widen the pool of data).

**10. As the philanthropic arm of FAWCO, The Foundation needs to look strategically at the events calendar to determine the best methods for fundraising to maximize results for all projects.** Given the ever-widening range of fundraising responsibilities including the Target Program, it is imperative to the success of all of the core programs that fundraising expand beyond the current donor pool and annual conference by enlarging the donor mix to enlist outside and corporate support.

**RESPONSIBILITY: The Foundation**

**11. The Foundation can meet the challenge by developing one overall calendar**—a three year calendar— of fundraising events encompassing all Target and non-Target activities.

**RESPONSIBILITY: The Foundation**

• **Before the onset of the next campaign, the Target Chair and the Target Fundraising Coordinator should submit a strategic plan** for the three-year campaign that can be incorporated into the overall calendar.

**RESPONSIBILITY: Foundation Target Fundraising Coordinator and Target Chair**

The following suggestions might be considered in the mix of the Foundation calendar of events:

• **Building on the success of the Target Cruise, host a cruise or special travel event for every Target campaign** for FAWCO members, families and friends. Knowing that every three years we will have this event will allow us to plan ahead and get premium pricing from vendors and plan special activities. We have a good track record for the cruise, but we could also consider safaris, special resort packages etc.

• **If the location and the project are appropriate, organize a special FAWCO donor trip** to the project site to allow FAWCO members to see the work being done on the ground.

**RESPONSIBILITY: Target Chair**

- **Consider organizing an online auction** where all or part of the proceeds go to the Target Program.

**RESPONSIBILITY: The Foundation**

- **Fundraising at the Conference:** As an integral part of FAWCO's fundraising efforts, at the annual conference fundraising for the Target Program could consist of one or more of the following:
  - A special tombola or specific fundraising event during the conference
  - The Foundation agreeing to set aside a certain percentage (15-20%) of their take on Foundation Night
  - Proceeds of the sale of some specific items in either the live or silent auction which would go directly to the Target Program.
  - Setting aside a specific lunch or dinner for the Target Program

**RESPONSIBILITY: The Foundation and Target Chair**

**12. There is a need to mobilize the regional coordinators to push more of their clubs to participate.** In an effort to interest more clubs, perhaps we could award plaques or give more recognition in the FORUM, online and at the conference for individual, clubs and regions.

**RESPONSIBILITY: Target Chair**

**13. In order to create more enthusiasm among Reps for the Target Program, a special session should be held at each conference** with the Chair of the Target Program and Target Fundraising Chair to discuss publicity, answer questions and discuss best practices for fundraising.

**RESPONSIBILITY: Target Chair and Target Fundraising Coordinator** in concert with conference organizers