



FAWCO TARGET PROGRAM HANDBOOK

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I. TERMINOLOGY

Target Program – the full program cycle including several phases: Target Issue Selection, Target Project Selection, Target Issue Education and Awareness, Fundraising, and Review. Cycles will run consecutively to provide a one-year break between fundraising phases.

Target Focus - the overarching goal of all Target Programs is to improve the lives of Women and Girls.

Target Issue – a specific issue which addresses the Target Focus: education, environment, health, or human rights.

Target Project – the project selected to be supported by the Target Program.

Target Issue Education and Awareness – educating and promoting awareness of the Target Issue.

II. DESCRIPTION OF TARGET PROGRAM

FAWCO's Target Program:

- Brings a critical global issue to the attention of FAWCO Clubs, their members and their host communities and assists in attaining the UN Millennium Development Goals (MDGs).
- Follows a three-year cycle of issue awareness and education, project selection, fundraising including corporate sponsorships, project monitoring, review and evaluation.
- Offers opportunities for local Clubs to make a global difference, by contributing toward the achievement of the UN MDGs.
- Demonstrates the power of FAWCO Clubs working together toward a common goal.
- Increases knowledge and awareness of global issues affecting women.

III. TARGET ISSUE SELECTION

In keeping with FAWCO's Resolutions and Recommendations, Target Programs will focus on Women and Girls and have the overarching goal to improve the lives of women and girls. The FAWCO Board, in consultation with The FAWCO Foundation Board, will choose the Target Issue on a rotation basis through FAWCO's four areas of interest:

- Education
- Environment
- Health
- Human Rights

Consecutive Target Programs should not have the same Target Issue.

New Target Programs will be launched at FAWCO's annual conference with the announcement of the selected Target Issue.

IV. TARGET PROJECT SELECTION

Primary responsibility: Target Selection Committee, appointed by FAWCO President.

1. Target Chair reviews and updates Target Project guidelines and application from the last Target Program.
2. The Project Selection Criteria are that proposed projects:
 - Address the Target Issue and have direct impact on protecting the rights and improving the lives of women.
 - Have clear and specific objectives. Projects with identifiable requirements and measurable results are preferred.
 - Be collaborative and involve constituents in planning, implementation and operation.
 - Have a multidisciplinary approach.
 - Have wide geographical impact and potential to be replicated.
 - Have realistic, attainable goals within Target Program timetable.
 - Have a budget in line with fundraising results from past Target Projects.

- Be carried out by an organization with demonstrated ability to deliver effective programs with measurable outcomes in response to community needs; financial stability; and strong leadership. [The Target Issue](#) should be an important part of the organization's overall mission.

3. Upon approval by the FAWCO Board, Target Chair publishes on website and calls for Applications.

4. Projects can be submitted by Global Task Forces, Member Clubs and individual FAWCO and FAUSA Members. Submitter will be announced rather than anonymous.

5. The FAWCO President in consultation with the FAWCO Board and The FAWCO Foundation Board appoints the Target Selection Committee. This Committee should be composed of the Target Chair, The Foundation's VP of Programs, a FAWCO UN Rep, and 2-3 members from clubs and/or Global Issues Task Forces. The Committee is chaired by FAWCO's Third VP.

6. The Target Selection Committee:

- a. Develops a project evaluation methodology based on the selection criteria. (Project Evaluation Matrix is included as an Appendix.)
- b. Evaluates the Target Project applications using evaluation methodology above and chooses the top 3 - 5 proposals. Committee prepares a standardized one-page summary of each short-listed project.
- c. Notifies all semi-finalists and submits Project Summary for each semi-finalist to review for accuracy before announcing semi-finalists to the Clubs. Publishes semi-finalist Project Summaries on the FAWCO website.
- d. Provides feedback to unsuccessful applicants after semi-finalist projects have been announced.
- e. Supervises the top 3-5 applicants in producing PowerPoint presentations or videos to promote their project and contribute to Target Issue Education and Awareness. Project promotions are made available to Member Clubs.
- f. Conducts voting by the Clubs to choose the Target Project and tabulates final vote to determine the winning proposal.

7. After semi-finalist projects have been announced, Selection Committee will provide feedback to unsuccessful applicants.

8. In coordination with the winning project team, Target Chair prepares a conference presentation to announce the Target Project, and informs other finalists that their proposals were not selected.

V. TARGET ISSUE EDUCATION AND AWARENESS

Primary responsibility: Target Chair, appointed by FAWCO President

1. Promotes awareness of the Target Issue and Target Project among FAWCO membership and the wider world.
2. Produces presentation and print materials to raise awareness about the Target Issue and the Target Project (includes at a minimum monthly Target Bulletins and an awareness presentation for clubs to download).
3. Provides regular written and photo material of the Target Issue and Target Project through the Target Bulletin, The FORUM, e-newsletters and the FAWCO, FAWCO Foundation and FAUSA websites.
4. Works with the UN Issues team to identify ways for FAWCO to actively contribute to UN events regarding Target Issue.
5. Works with PR manager to get FAWCO published in external media articles regarding Target Issue.
6. Arranges for speakers/presentations on Target Issue or Target Project at FAWCO Conferences and Regional Meetings.
7. Attends annual conferences and regional meetings whenever possible to raise awareness on Target Issue and Target Project.
8. Assists Clubs in promoting the Target Issue and Target Project among their membership.

VI. TARGET FUNDRAISING

Primary responsibility: Target Fundraising Coordinator, appointed by The FAWCO Foundation President

1. A financial goal for the Target Project is established by the FAWCO Board in consultation with The FAWCO Foundation Board. The financial goal set at the start of the Target Program should be challenging but realistic, based on past Target Program fundraising, the membership of FAWCO and the current economic situation. Projects submitted should be budgeted for approximately that amount of money, ideally with the flexibility to operate effectively if more or less funds are raised than originally forecast.
2. Target Fundraising Coordinator designs Target Fundraising Campaign which includes plans for club fundraising, individual donations and corporate fundraising and should include the following components:
 - a. Corporate Benefactor(s)
 - b. VIP Honorary Chair
 - c. Charm
 - d. Fundraising at FAWCO Conferences
 - e. Clubs' fundraising ideas
 - f. Corporate donors program
 - g. Mechanisms to provide incentives, recognition and thanks to individuals, clubs, and corporate donors for their generosity and interest in the Target Program.
3. Target Fundraising Coordinator tabulates fundraising for Target Project donations going through The FAWCO Foundation and contributions to other projects related to the Target Issue made by clubs with statutory restrictions that prevent them from supporting the Target Project.
4. Clubs' fundraising success stories should be shared monthly in Target Bulletins.

The FAWCO Foundation Board will address potential overlaps between the Target Project and Development Grants once the Target Project has been selected. Development Grant categories will be evaluated and changes will be made to avoid duplication of efforts and possible confusion for Clubs.

VII. TARGET PERFORMANCE MEASURES AND REPORTING

Track success measures for the Target Program and complete periodic and final reports.

Primary Responsibility: Target Chair (with support from Target Fundraising Coordinator)

1. Defines performance measures for the two aspects of the Target Program: Education and Awareness and Fundraising.
2. Takes baseline data for all performance measures: quantitative or qualitative.
3. Includes Education and Awareness measures:
 - Percentage of clubs which participated in the Target Program (including clubs that donated to Target Project and other projects supporting Target Issue)
 - Percentage of clubs which conducted an Awareness Session for the Target Issue
 - Qualitative knowledge survey at regional meetings re: Target Issue at the beginning of the Program and at the end (** next Target Program: issue survey on Target Issue at time of launch at FAWCO conference, and give the same survey at time of close at FAWCO Conference two years later)
 - Number of times FAWCO is mentioned in external media for Target Issue
4. Reports through the UN Liaison to the UN on Target Fundraising measures include:
 - \$ donated to Target Project
 - \$ donated to other projects supporting Target Issue
 - Percentage of clubs donating to Target Project
 - Percentage of clubs donating to other projects supporting Target Issue
5. Publishes fundraising to date totals on both FAWCO and The FAWCO Foundation Websites and communications.
6. Publishes (with support from Target Fundraising Coordinator) a

monthly Target Bulletin distributed to FAWCO Club Presidents, Reps and subscribers, and published on the website. The Target Bulletin features Education & Awareness information as well as fundraising ideas/to-dos/success stories and Program fundraising totals on an ongoing basis.

7. Prepares (with support from Target Fundraising Coordinator) Target Program Reports for:
 - The FORUM (in April and October)
 - FAWCO Annual Reports (by January 15)
 - FAWCO Conference (March)
 - Final Report for the United Nations (at the end of the Program)

VIII. TARGET PROGRAM EVALUATION

Evaluate the processes and results of the Target Program and recommend improvements.

Primary responsibility: Target Review Committee (appointed by the FAWCO President)

An ongoing review process will enable FAWCO to gather timely information to assess and evaluate the Target Program. A Target Program Review Committee will be appointed to conduct ongoing reviews of the Target Program. The Selection Process will 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 overall Target Program should begin in September Year 3 and conclude with a report to the conference in Year 4.

In October of Year 1, FAWCO President appoints a Target Review Committee with members from a cross-section of FAWCO and The FAWCO Foundation. The Review Committee's membership may change to include different input at different stages of the program.

The Target Review Committee:

1. Evaluates the Target Program Selection Process at the end of this phase, by surveying Applicants and Selection Committee members, conducting interviews, obtaining feedback and identifying opportunities for improvement. Findings will be reported to the FAWCO Board and The FAWCO Foundation Board.

2. Evaluates the Target Issue Education and Awareness and Fundraising Programs at intervals throughout the two-year Fundraising Phase, and reports findings to the Boards.
3. Prepares an extensive Target Evaluation survey and distributes it to FAWCO and external partners, in September Year 3.
4. Conducts feedback sessions at Regional Meetings in Year 3.
5. Makes a comprehensive review of the entire program with results from the survey and feedback sessions.
6. Submits Final Report due December 15, Year 3, with key findings and recommendations for improvements.

Both Boards determine program improvements based on Review Committee's evaluation and recommendations, and communicates these changes at Conference, Year 4.

IX. TARGET PROGRAM TIMELINE

YEAR 1

February Year 1	Select Target Issue (FAWCO Board, in consultation with The Foundation Board) Appoint Target Program Chair (FAWCO President in consultation with both Boards) Appoint Target Fundraising Coordinator (FAWCO Foundation President in consultation with both Boards)
March Year 1	CONFERENCE – YEAR 1 Launch new Target Program Announce Target Issue <ul style="list-style-type: none">• Announce timeline of Target Program in general and specifically Project Selection• Officially appoint Target Chair and Target Fundraising Coordinator• Begin Education and Awareness Program on Target Issue by issuing baseline knowledge survey to conference delegates• Arrange meeting for FAWCO Reps with Target Chair and Target Fundraising Coordinator to discuss Target Program and Target Issue and brainstorm ways to raise awareness among clubs
April 30 Year 1	Target Project Selection Criteria and Application published and call for applications announced
August Year 1	Target Selection Committee appointed by FAWCO President (in consultation with two Boards)
Sept. 30 Year 1	Target Project Applications due
Fall Year 1	Education and Awareness Program on Target Issue begins - Regional Meetings
Oct. 1 – Nov. 15 Year 1	Selection Committee evaluates and chooses 3-5 semi-finalists (by Nov 1). Project Summary forms completed for 3-5 semi-finalists and proofed by applicants (Nov 15)

Nov. 15 Year 1	3-5 semi-finalists announced
Nov. 15 – Nov. 30 YEAR 1	Feedback provided to projects not selected as semi-finalists
Nov. 15 - Dec. 15 Year 1	3-5 semi-finalists prepare presentations or videos to communicate about their projects to clubs for voting
Dec. 15 Year 1	Semi-finalist presentations and Project Summaries made available to clubs and posted on website
YEAR 2	
Feb. 15 Year 2	Deadline for submission of Club votes
Feb. 20 Year 2	Selection Committee: Reviews votes and determines the Target Project winner. Informs both Boards. Informs the winner and the unsuccessful projects.
March Year 2	CONFERENCE – YEAR 2 Target Chair presentation on Selection Process and Awareness raising activities Announce winning Project Winning Target Project makes presentation and Fundraising is officially launched by Target Fundraising Coordinator FAWCO Reps meet with Target Chair and Target Fundraising Coordinator to discuss awareness building and fundraising campaign plans
March Year 2 – Feb. 15 Year 4	Ongoing individual and clubs fundraising and corporate donors program. See The FAWCO Foundation’s Target Fundraising Campaign
Fall Year 2	Raising awareness and Fundraising for Target Project at Regional Meetings

YEAR 3

- March CONFERENCE – YEAR 3
- Year 3 Speaker on Target Issue/Target Project
- Target Chair presentation on Target Program
- FAWCO Reps meet with Target Chair and Target Fundraising Coordinator to discuss continuing awareness raising and fundraising plans – final push
- Fundraising for Target Project at Conference
- September Target Review Committee begins evaluating the entire
Year 3 Target Program, reports to the Board and suggests improvements
- Fall Year 3 Conduct Target feedback sessions at Regional Meetings
- Dec. 15 Final Report from Target Review Committee to Boards
- Year 3 Boards review recommendations and agree to improvements for future programs

YEAR 4

- Feb. 15 End of Fundraising
- Year 4 Compile final results
- Select next Target Issue (FAWCO Board with TFF Board)
- Appoint Target Chair (FAWCO President with Boards)
- Appoint Target Fundraising Coordinator (TFF President with both Boards)
- March CONFERENCE – YEAR 4
- Year 4 Final report on Target Program with final results and recognition from Target Project
- Launch of next Target Program
-

X. SUMMARY OF ROLES AND RESPONSIBILITIES

The FAWCO Board has primary responsibility for the content of the Target Program:

- Promotes awareness of the Target Program through all FAWCO Communications channels (website, bulletins, newsletters, social media, conferences).
- Appoints the Target Chair, who shall be the single-point-of-contact for the Target Program and the main awareness-raising catalyst, in cooperation with the relevant Global Task Force.
- Appoints a Target Selection Committee to review project applications and preselect 3-5 semi-finalists for final voting at the clubs level.
- Appoints the Target Program Review Committee in consultation with The FAWCO Foundation Board.

The FAWCO Foundation Board has primary responsibility for fundraising for the Target Program:

- Designs and implements the Target Fundraising Campaign including individual, club and corporate donations.
- Administers fundraising through collection of donations and distribution of funds raised to the Target Project.
- Promotes the Target Project through all FAWCO Foundation communications channels.
- Appoints the Target Fundraising Coordinator.

Clubs' Responsibilities:

- Promote Education and Awareness of the Target Program and Target Project within their Club.
- Fundraise for the Target Project or support similar projects if fundraising for the Target Project is not possible.
- Report to Target Chair on achievements.

Target Selection Committee's Responsibilities:

- Reviews list of Target Project Applicants received and confirms that no conflict of interest exists. If a member of the Selection Committee is deemed to have a financial interest in one of the Applicants, she will immediately resign from the Selection Committee.
- Develops a short list of the top 3 - 5 proposals based on standard selection criteria.
- Creates one-page Project Summaries for the short-listed projects.
- Ensures that semi-finalists review Project Summaries for accuracy before announcing semi-finalists to the Clubs. Publish summaries of the short-listed projects on the FAWCO website.
- Coordinates with short-listed applicants in producing presentations to promote their project and contribute to Target Issue Education and Awareness.
- Provides feedback to applicants who were not short-listed on why they did not qualify.
- Makes project promotions available to the Clubs.
- Oversees voting by the Clubs to choose the Target Project.
- Tabulates club votes and determine the winning project. In coordination with the winning project team, Target Chair prepares conference presentation to announce Target Project while informing other applicants that their projects were not chosen.

Target Project Applicants' Responsibilities:

- Submit complete Application on time.
- Review Project Summary drafted by the Selection Committee and provide additional information as requested.
- Provide contact information to Selection Committee and Clubs so that questions may be answered on an ongoing basis.
- Top 3-5 selected Applicants will produce a presentation, video or webinar to educate Clubs about their projects before the vote.

- Winning Applicant will make a presentation to announce the Target Project at the Annual Conference, or work with the Target Chair on such a presentation. This presentation may be used by clubs when promoting the Target Project.
- Winning Applicant will liaise between FAWCO and the Target Project.

Target Program Review Committee's Responsibilities:

- Evaluate the Target Program Selection Process as this phase concludes, surveying Applicants and the Target Selection Committee members and conduct 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.

XI. TARGET PROGRAM CHAIR JOB DESCRIPTION

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 two-year term by the FAWCO President in consultation with the Board, and hold the position for the duration of the Target Program.
- Has regular and easy access to email and Skype, or another form of internet phone calls.

KEY RESPONSIBILITIES

1. Serves as FAWCO's point person and main communicator for the Target Program, both within FAWCO and externally. Has an

overview of all aspects of the Program as the one-stop information focal point for the Target Program.

2. Mobilizes clubs to participate in the Target Program – both in terms of raising awareness for the Target Issue and to raise funds for the Target Project or other related projects.
3. Works closely with the FAWCO Foundation Target Program Fundraising Coordinator and the Foundation to stimulate fundraising for the Target Program across FAWCO and externally through corporate donations or grants.
4. Coordinates with the UN Issues Team to raise FAWCO's profile at the UN through communication and engagement around the Target Program issue and project.
5. Evaluates using Key Program Success Indicators: Club participation in Program (fundraising and/or issue awareness activities); total amount of funds raised; and level of awareness of the issue and project throughout the FAWCO network.

DETAILED RESPONSIBILITIES

General

1. Reports to the Third Vice-President, who in turn informs the Board, where appropriate, of work done, any problems encountered, and information of interest to the general membership.
2. 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.
3. Works with Target Project Selection Committee on review and evaluation of Target Project applications and presentation of semi-finalists to Member Clubs.
4. Stimulates awareness and fundraising efforts among FAWCO Member Clubs for the Target Program, and supports corporate sponsorship efforts carried out by the FAWCO Foundation.
5. Creates and leads the Target Issue Awareness Education campaign, disseminating information on the Target issue and project to member clubs. Encourages club participation by sharing best practices in issue awareness education as well as

- fundraising ideas among member clubs.
6. Monitors club involvement in the Target Program. Communicates 2-3 times per year with Regional Coordinators about club involvement in their region to encourage their support in engaging clubs.
 7. Coordinates with FAWCO's Global Issues Task Force Chairs to promote understanding of the Target issue's cross-cutting relevance and related activities in the context of each Task Force's focus. Works with the Third Vice-President to incorporate the Target issue in Task Force newsletters and on the FAWCO website, as appropriate.
 8. Submits a written report for the Annual Report, including description of the program; accomplishments in the past year and how achieved; and plans for the upcoming year. Reports on awareness and fundraising initiatives undertaken, including the number of clubs/participants involved. Reports on the number of original publications (bulletins and/or articles) produced, and on the interest shown in the Target Program based on how many subscribers opened the bulletins and/or how many "hits" the articles received.
 9. Completes a final report describing the program, results, lessons learned and recommendations for improvements.
 10. Finalizes all pending work and transfers all pertinent files and information to her successor at the end of the Target Program.
 11. Forwards all studies or reports that are undertaken and completed by the Target Program to the Third Vice-President to ensure that *Archives* receive copies.

Communication

1. Follows the Communication Guidelines for Target Program bulletins and other material circulated to FAWCO Clubs or posted on FAWCO's website.
2. 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.
3. Submits all materials and articles to be published to the

President, First and Third Vice-Presidents for review before publication.

4. Takes advantage of regularly scheduled FAWCO mailings from the Second Vice-President (News in Brief) and Club Presidents' Coordinator, and writes article for the semi-annual newsletter - The FORUM.
5. Makes optimum use of the FAWCO Website to disseminate information and/or questionnaires and to coordinate Target Program projects.
6. Tracks interest in the Target Program by monitoring how many subscribers open the bulletin and/or how many "hits" the articles receive.

Conference

1. 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.
2. Gives an update presentation on the Target Program during the Annual General Meeting.
3. Attends relevant Parallel Meetings at FAWCO Conferences, including Face-2-Face.

Budget/Expense Reports

1. Receives a budget to cover travel to regional meetings and clubs, beginning in Year 1 for education and awareness and the majority in Year 2 for continuing education and fundraising. 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.
2. Shall not realize a surplus (rollover) of budgeted funds.
3. Submits requests for reimbursement to the Treasurer, accompanied by a completed FAWCO expense form with all receipts attached, as soon as possible (within six 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.

XII. THE FAWCO FOUNDATION TARGET FUNDRAISING COORDINATOR JOB DESCRIPTION

ELIGIBILITY

- Shall be a full and current member of a FAWCO club or FAUSA at the time of appointment.
- Shall be appointed at the beginning of each Target program by The Foundation President in consultation with the Foundation VP Fundraising and with the consent of the Foundation Board. The appointment should be announced ideally at the conference announcing the Target program but no later than 90 days after that conference.
- The term ends in March following the end of the fundraising campaign (February). This will allow completion of all of the deep dive analysis of the campaign.
- Has regular and easy access to email and Skype, or other forms of Internet calls.

KEY RESPONSIBILITIES

The Target Fundraising Coordinator (TFC), working with the VP Fundraising, recommends, administers and conducts fundraising events and activities for The Target Program.

Specific Responsibilities

1. Works with VP Fundraising and any other fundraising coordinators to incorporate the Target fundraising plan into the Foundation's 3- year philanthropic fundraising calendar with estimates of cost and revenue, all building to achieve the Target fundraising goal.
2. Organizes and executes each of the Target fundraising projects. These projects *may* include but are not limited to:
 - a. A "worldwide" FAWCO fundraising activity
 - b. A Target Cruise or special Target Trip
 - c. An online Auction
 - d. A fundraising activity at the annual conference

- e. A Direct Donor program via Constant Contact
- 3. Works with Foundation's Corporate Sponsors Coordinator to secure one or more sponsors for the Target fundraising campaign
- 4. Develops a "tool kit" for clubs on how to secure local corporate sponsorships.
- 5. Creates and distributes the Target Fundraising campaign kickoff package which should include but is not limited to:
 - a. An overview document provided by the Target Chair and UN Liaison explaining why FAWCO is supporting the Target Focus and issue, adding details about the fundraising project once it is selected.
 - b. A summary of fundraising successes derived from club survey from previous Target campaigns.
 - c. Information on the local corporate fundraising tool kit.
- 6. Conducts a "Post-Mortem" review after each activity and revises future events based on what is learned.
- 7. Conducts a thorough review of the entire program at the end of the fundraising campaign (The Deep Dive). This includes but is not limited to:
 - a. Review of financial data.
 - b. Survey of Club donors through Constant Contact to find out what worked and why.
 - c. Submits the results to the FF VP Fundraising in time for inclusion in the Annual report.
- 8. Finalizes all pending work and transfers all files to her successor once appointed.

Communication Responsibilities

- 1. Establishes and maintains regular and frequent communication with the Target Chair, developing a schedule of "first steps/next steps" deadlines; agrees on responsibilities and expectations throughout each stage of the campaign.
 - a. Consults on ideas during planning stages for activities.
 - b. Works with Chair to communicate activities to Member Clubs.
 - c. Reviews post-mortems of all activities and communicates any changes to future operating procedures.

2. Reports to VP Fundraising as needed (at least once a month) on the progress of the fundraising campaign.
3. Supports clubs throughout the fundraising campaign by:
 - a. Regular submissions within the Target Bulletins distributed by Target Chair.
 - b. Special bulletins sent via Constant Contact when warranted
 - c. Skype sessions to review upcoming activities with interested clubs.
 - d. Making regular submissions for TFF and FAWCO websites to appropriate website managers.
 - e. Ensuring all communications follow the Communication Guidelines for material circulated to FAWCO clubs.
4. If possible, attends FAWCO regional meetings.

Conference Responsibilities

1. Attends the Biennial and Interim Conferences.
2. Gives a presentation at the AGM as determined by the agenda.
3. Attends relevant Parallel Meetings at FAWCO Conferences.
4. Notifies Foundation Treasurer of expected income by the deadline for the financial report so the report reflects the anticipated amount.

XIII. APPENDICES

A. TARGET PROJECT GUIDELINES AND SELECTION CRITERIA (2013-2016)

B. TARGET PROJECT APPLICATION FORM (2013-2016)

C. TARGET PROJECT EVALUATION MATRIX

D. TARGET PROJECT ONE-PAGE SUMMARY FORM

A. TARGET PROJECT GUIDELINES

Guidelines and Selection Criteria

FAWCO and The FAWCO Foundation are seeking to identify a project which addresses the **Target Issue: Human Rights for Women**, in particular one which protects the rights and improves the lives of women worldwide.

TARGET PROJECT GUIDELINES

We are seeking applications for projects which focus on women's rights as human rights, including but not limited to, those which promote peace and end gender-based violence, increase civil and/or political participation, increase economic opportunity or promote social change.

For this Target Program, we will not consider projects with education for women and girls as the main focus, as Education will be the Target Issue for the next Target Program cycle (2016 - 2019). Similarly, we are not looking for projects emphasizing women's health, as a future Target Program will support health projects.

If you are considering a potential project but are not sure whether it meets these criteria, please contact the Target Chair at target@fawco.org before developing a detailed proposal.

Project applications may be submitted by FAWCO Global Task Forces, FAWCO Member Clubs and individual members, and FAUSA and its members.

A Target Project Selection Committee will be appointed by the FAWCO President, in consultation with the FAWCO and The FAWCO Foundation boards. This Committee will select a short list of three to five projects and announce them by November 15, 2013.

Short-listed projects will be required to provide a video, PowerPoint presentation or webinar describing their project by December 15, 2013, to disseminate to Member Clubs.

Member Clubs will vote for the winning project by February 15, 2014. The winning project will be announced at the FAWCO Conference in March 2014.

Fundraising will continue until February 15, 2016.

TARGET PROJECT SELECTION CRITERIA

- a. Proposed projects must address the Target Issue and have direct impact on protecting the rights and improving the lives of women.
- b. The project should have clear and specific objectives. Projects with identifiable requirements and measurable results are preferred.
- c. The project should be collaborative and involve constituents in planning, implementation and operation.
- d. Projects with a multidisciplinary approach are encouraged.
- e. Projects with wide geographical impact and the potential to be replicated are preferred.
- f. The project goal should be realistic and attainable within the timetable set out for the Target Program.
- g. The project budget should be in line with the fundraising results from past Target Projects.
- h. The organization carrying out the project should have demonstrated ability to deliver effective programs with measurable outcomes in response to community needs; financial stability; and strong leadership. [Target Issue](#) should be an important part of the organization's overall mission.

B. TARGET PROJECT APPLICATION FORM

FAWCO TARGET PROJECT APPLICATION

Please complete the Project Application and submit to the Target Program at target@fawco.org. Applications must be received by September 30, 2013.

For more information on the Target Program or assistance completing the Target Project Application, please contact target@fawco.org.

NOTE: Incomplete applications will not be deemed ineligible; however, it is to your advantage to provide as much information as possible to ensure adequate evaluation of your project.

PROPOSED PROJECT

Project Name:

Submitted by (please provide name and email address):

FAWCO Affiliation/Club:

1. Provide a brief summary of the project, its objective, intended beneficiaries and location.
2. Explain how the project addresses the **Target Issue: Human Rights for Women** and the specific measurable impacts that improve the lives of women.
3. Describe the geographical impact (i.e. one village, several villages in one province, more than one country).
4. Explain how community needs are addressed by the project and how long-term community ownership can be ensured after project completion.
5. Provide the project schedule.
6. Detail the project evaluation plan, specific performance measures and measurement process.
7. Explain how the project could be replicated in other communities to have a greater impact.
8. Please list other NGOs or UN agencies participating in this project.
9. Detail how this project addresses the UN Millennium Development Goals.

10. Explain why you think this project would be of interest to FAWCO Club Members.

PROJECT BUDGET

1. Please provide a budget for the project, indicating which currency is used.
2. Explain the minimum funding necessary to meet the project goals. If FAWCO is able to raise additional funds beyond the initial goal, can the scope of the project be expanded?
3. Please describe how you would use the FAWCO Target funds. Is there an opportunity for donations to be applied to specific elements within the project?

ORGANIZATION INFORMATION

Name:

Address:

Telephone Number:

Website (please provide English translation if website is not in English):

1. Please provide contact information (name, title, telephone and email) for the individual who will provide project progress updates.
2. Provide a brief history of the organization including registration/affiliation with other organizations (i.e., parent or federation affiliation, NGO, non-profit, 501(c)3, registered charity, religious affiliation if any).
3. What is the mission of the organization and how does this project relate to it?
4. Briefly describe and indicate numbers of your staff, board and volunteers and their role in the organization.
5. Give examples of similar projects the organization has carried out, including dates, locations and impacts achieved.

ORGANIZATION FINANCIAL INFORMATION

1. Please provide the budget for the current fiscal year and indicate in what currency the budget was developed.
2. Please provide financial statements for the two most recent fiscal years. These statements should indicate the currency in which they are prepared and include (a) a listing of total revenue,

including all sources of funding, such as private donations, public donations, grants, membership fees, etc. and (b) a listing of total expenses, including all projects and operating/administrative expenses.

3. Has the organization been evaluated by GuideStar, Charity Navigator, or other charity evaluator? Please list.

To raise funds and increase visibility, FAWCO may publicize information about the project and our support of the selected organization through our website, newsletters and other media. By submitting this Application, you agree to being included in FAWCO awareness-raising campaigns.

Name of Submitter _____

Date _____

C. TARGET PROJECT PROPOSAL EVALUATION MATRIX

Evaluation Guidelines

Applications will be evaluated and graded on a scaled basis, with the following percentages applied toward the total score:

Project – 40%

Organization – 30%

Fundraising and Promotion – 30%

Please rate the proposed projects according to each criterion (from the application requirements) on a scale of 1 to 5:

- 1 – Does not meet the criterion
- 2 - Barely meets the criterion
- 3 – Meets the criterion
- 4 – Exceeds the criterion
- 5 - Substantially exceeds the criterion

The scoring matrices from each Selection Committee member for each proposal will be the basis of the committee's discussions.

PLEASE rate each proposal on all of the criteria.

REMEMEBER that the application form stated: *"Incomplete applications will not be deemed ineligible; however, it is to your advantage to provide as much information as possible to ensure adequate evaluation of your project."* An incomplete application is therefore not necessarily disqualified.

ADD your comments, general impressions, gut feelings in the Comments section.

Name of Project:
Submitted by:
Name of Selection Committee Member:

Section 1 – THE PROJECT

___ 1. Project plan is clear and well thought out. Requirements and beneficiaries easily identifiable.

___ 2. Project has the opportunity to have significant impact on FAWCO Target Program: Human Rights for Women: Protecting the Rights and Improving the Lives of Women.

___ 3. Project plan has monitoring and reporting system to ensure project meets stated goals.

___ 4. Project addresses a problem understood by and with the support of the community it will serve; encourages community participation and eventual ownership.

___ 5. Project has broad geographical impact and could be easily replicated in another location.

___ 6. Project supports UN MDG's.

___ 7. Project has broader UN/NGO support.

___ 8. Budget is well developed and in adequate detail to assure thorough understanding of project costs.

___ 9. Funding required is in line with established FAWCO Target fundraising goals.

___ 10. Project budget is flexible enough to adjust (plus or minus) with projected changes in FAWCO Target fundraising actual as program progresses.

___/50_ x 40% = _____ (section total)

Section 2 - THE ORGANIZATION

___ 1. Organization has established history.

___ 2. Organization mission supports the proposed project.

_____ 3. Organization has appropriate ratio of staff (paid) to volunteers.

_____ 4. Organization has proven track record of executing projects of similar scope or value.

_____ 5. Organization is fiscally sound and has documented history of prudent financial management.

_____ 6. Organization has been vetted by external charity evaluator.

_____/30 x 30% = _____ (section total)

Section 3 - FAWCO FUNDRAISING AND PROMOTION

_____ 1. Project is easy to understand, communicate and promote.

_____ 2. Project will appeal to FAWCO members and potential corporate donors.

_____ 3. Project scope is broad enough to encourage involvement of FAWCO members at all levels- individual clubs and internationally.

_____/15 x 30% = _____(section total)

Score Tabulation

Section 1 Total: _____

Section 2 Total: _____

Section 3 Total: _____

FINAL SCORE: _____

COMMENTS/NOTES:

D. TARGET PROJECT SUMMARY

(To be created for short-listed projects, reviewed by Applicants, and disseminated to clubs so project information available is consistent.)

Name of Proposed Target Project:

Brief Project description:

Specific Project Objectives:

How will the project improve the lives of women?

Who will carry out the project:

Project Budget:

Multidisciplinary nature of the project – Which UN Millennium Development Goals are addressed?