

HOW TO fundraise successfully for your Association



World Association
of Girl Guides
and Girl Scouts

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1. Foreword

Fundraising is the concern and responsibility of every Association. No association can function effectively without adequate funds. Sound finances are a key factor for a dynamic Association. Availability of funds increases members' ability to manage their associations by meeting their strategic priorities and to participate effectively in their community.

This Booklet is thus designed to give ideas on fundraising, as well as step by step guidelines regarding organizing and implementing successful fundraising activities. It also illustrates how you can map your potential donors and use the Fundraising Cycle to plan, deliver and evaluate your Fundraising activities.

We hope you find these suggestions useful in your fundraising efforts, feel informed, encouraged and inspired to try new and exciting fundraising activities. Success in getting more funds for your work will enable your association to grow from strength to strength, thus reaching out to as many girls and young women as possible

Mary McPhail
Chief Executive, WAGGGS

2. Introduction

This resource has been developed for use by Girl Guide and Girl Scout Associations at a national level, although it will also be of use at the local level. It gives guidance on how to develop a Fundraising Strategy, information about types of donor and fundraising approaches and a tool to help you develop your fundraising activities. The resource is intended to be accessible to those with little or no experience of fundraising, but also includes material appropriate for those at a more advanced level – in short there is something for everyone! A Glossary is provided among the appendices to explain terms that you may not be familiar with.

The original content of this resource was developed by the WAGGGS Africa Regional Staff and Committee in collaboration with the WAGGGS Fund Development Team and some referenced material has been drawn from other experts in the field of international fundraising. This newly revised resource will serve to benefit Member Organisations from all five Regions. The fundraising approaches that are appropriate and successful vary from country to country and according to culture. However, there are also universal elements, based on our shared human nature, that remain true and useful in any context. Within this resource you will find some of these universal lessons in fundraising and examples of fundraising activity in particular locations.

Please refer to Appendix 1 for a summary flow chart outlining the simple steps to securing funds for your Association.

3. What is fundraising?

The principle of fundraising is to raise money by asking for it. Many charities, or Non Governmental Organisations (NGOs), invest time and money in fundraising activities in order to support their main activities. There are many ways to raise funds and new ways are developing all the time (e.g. raising money via the internet). The people and organisations who give money are known as donors and they often want to help solve a problem and support the charity's beneficiaries. Girls and young women are the main beneficiaries of our organisations. However, other beneficiaries could be for example a local community served by a Girl Guide or Girl Scout project – e.g. by volunteering in an AIDS orphanage or sharing health messages with the girls' peers.

One of the key skills of fundraising is communication – it is by telling others about the work of your charity that you can encourage them to give. A good fundraiser should be able to show donors how their gift (donation) will increase the charity's ability to meet the needs of the beneficiaries and make a positive change.

Everyone in your organisation is a potential fundraiser. This means that all staff and volunteers should have a real understanding of what the charity does and why. Your organisation may not have a Fundraising Team, Committee or even single designated Fundraiser. In which case it is all the more important that everyone is ready to share in the fundraising effort.

Before we look at how to develop a Fundraising Strategy and Fundraising Activities, it is worth establishing two key principles of fundraising.

If you don't ask you won't get

It is by asking for support for the work you do with the beneficiaries that you are most likely to receive support. It is important to plan your fundraising, but it is only when you start asking that you will start to see the results.

Thank your donors

You will get excited and passionate about your organisation and the needs that it is meeting and will be very busy with fundraising activities. However, it is fundamental to remember to promptly thank everyone and anyone who gives to your organisation. By thanking your donors you respect their choice to give and ensure that they are more willing to give again.

4. Fundraising Strategy

It is a common mistake to launch into fundraising activities without first preparing a Fundraising Strategy. Without a Strategy you may not raise money for your real needs, or ask the right people or fundraise effectively. You will also want to avoid the risk of most of the money raised being used to take care of administration and the fundraising events costs.

Does your organisation have a business or strategy plan?

Before you develop your Fundraising Strategy your organisation will need a business or strategy plan for the future. If you haven't got one, your volunteer leaders and staff should sit down together to create one. It should ideally cover a three-year period, with realistic financial income and expenditure projections. If a plan already exists, it is worth taking the time to review it and consider how up to date it is. Your organisation must be clear about the key objectives and outcomes it wants to achieve and how fundraising will help achieve these goals.

As you prepare to create a Fundraising Strategy, you should consider if you have a database of the organisations contacts (including previous donors). Start with what you have already – it may only be a list of contacts, or who the Chief Commissioner remembers has given in the past. Good information is going to be of great importance to your ability to fundraise effectively and to take care of your donors. You should also consider what, if any, fundraising activities your organisation has tried in the past – are there lessons to be learnt from the successes and failures.

Try also to think strategically about how your Fundraising Strategy can develop the sustainability of your organisation; successful fundraising and continued support from donors will serve to ensure the long term impact of your action.

4. Fundraising Strategy (contd)

Six Steps to develop a Fundraising Strategy

The following steps of 'How to develop a fundraising strategy' are taken from the UK's Institute of Fundraising 'The Good Fundraising Guide'. We recommend that a group of senior volunteers and staff meet together for at least a day, perhaps with the assistance of an external facilitator, to work through these steps. You may also wish to invite some people who are external to your organisation to work with you on this – this could be the time to create a 'Fundraising Committee' (for those Member Organizations that don't already have one), of Girl Guide and Girl Scout volunteers and staff, with others volunteering from business, government and elsewhere (see box).

Fundraising Committees

A Fundraising Committee can provide powerful support and oversight to your Fundraising activities. It may be created to support the Association in developing the Fundraising Strategy and all its activities – or a committee may be formed just to deliver one activity or campaign. A committee will require input from staff and lead volunteers and may require a budget to operate - therefore your Association needs to decide if it is ready to sustain one yet.

The members of your committee could be a mix of various people with networking skills, well affiliated with others who have the ability to give, or at least some connection to your work – e.g. former Girl Guides and Girl Scouts. It is recommended that committees should have between five and eight members, to be effective, but you may vary this depending on the circumstances. Try to avoid filling the committee with staff and volunteers who already have significant commitments to the organisation – the idea of the committee is to bring new and additional resources to your fundraising effort. A 'terms of reference' document, including a timeframe for the committee, is necessary.

The following criteria are essential or desirable for committee members:-

- be willing to ask for support on behalf of your Committee
- a sound knowledge of the Guide Guiding/Girl Scouting Movement
- willing to assist without any form of salary or compensation
- be well known and have a good reputation within the community
- not in need of financial assistance themselves
- have sound relationships with other similar minded associations
- not over-committed elsewhere and be free to attend meetings

Step 1- Organisation's Mission and Objectives

You should have an organisational plan in place, which defines your overall mission and objectives on which the fundraising strategy should be based. If you don't already have one it is your first priority to get one!

Step 2- Internal and External Influences

Think about the internal and external influences that might affect your organisation. Try a STEEP analysis and SWOT analysis-

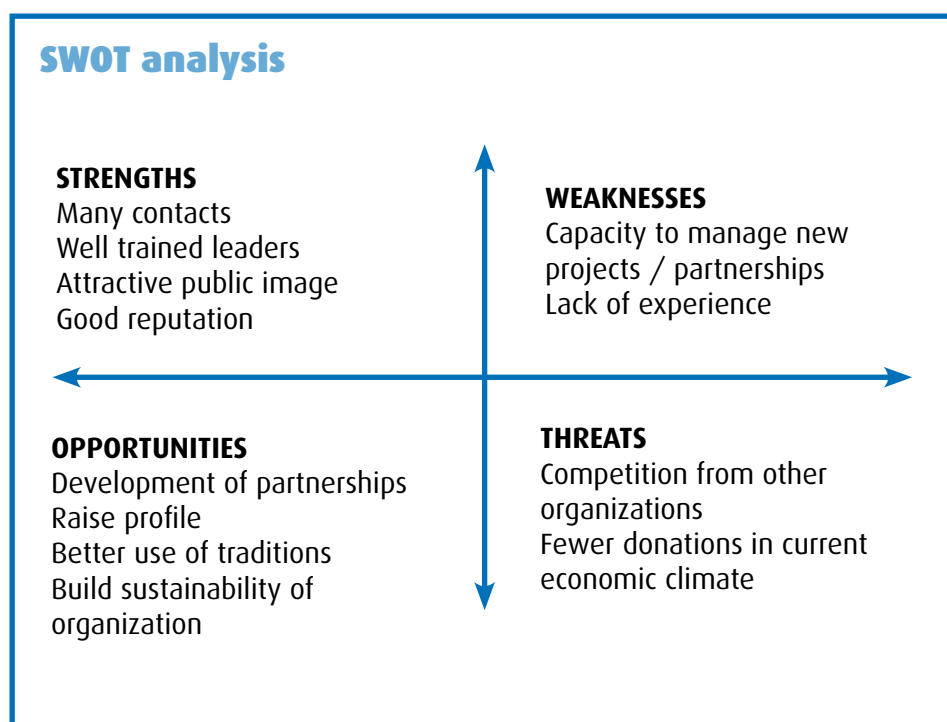
4. Fundraising Strategy (contd)

STEEP analysis

This stands for Social, Technical, Economic, Environmental and Political. Use this analysis to consider factors outside of your organisation that may influence your fundraising activities, but which you cannot change. E.g. a downturn in the global economy may mean that companies have reduced the size of the charitable giving this year (see pages 34-36 for example resource and template).

SWOT analysis

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. The first two are internal to your organisation; the last two are usually external. E.g. a threat might be another youth organisation in your country approaching the same donors as you. SWOT analysis is a very flexible tool – you may also be using it to consider your organisation's situation as recommended by the WAGGGS Strategic Partnerships resource (an example is given below).



After completing the SWOT analysis, you should have a better idea of the opportunities that exist and the possible downsides you need to be aware of. Keep your analyses to hand and refer to them as you develop your fundraising strategy.

4. Fundraising Strategy (contd)

Step 3- Fundraising Aims

From your organisation's needs (Step 1) and the analysis (Step 2) you have done identify your fundraising aims – e.g. raise the sum of money needed to purchase a camp ground, or secure three years funding for the salaries of two new trainers. This is the time to be clear about what the priorities of your organisation are – the temptation may come later to accept funding for non-priority activities and delivering the project for the donor may pull valuable time and money resources away from your priority activities.

Step 4- Income Sources

You need to consider the sources of funds and their characteristics – one way to categorise them is into Trusts, Foundations and Government Funding; Companies; Individuals and Groups/Community Organisations (see pages 17-21 for more detailed explanation).

Step 5- Fundraising Methods

Depending on the SWOT analysis, the types of donor available and the length of time you have to raise funds you must decide and prioritise which fundraising methods you will invest in. Be realistic about the time you have to commit to fundraising activities – remember you will need to balance your time in order to realise all your core activities.

Step 6- Resources and Budget

Your fundraising activities will be more effective if you are willing to invest time and money into them. For each fundraising method you will use, estimate the human, material and financial resources you will need. Finally you will need to develop a budget – estimate both the costs of the fundraising activity and the possible income. But don't be overly optimistic when estimating your income, but rather consider some of the risk factors (like for example bad weather reducing attendance at an outdoor fundraising event).

It is essential therefore to set realistic fundraising targets (income) for the organisation – meeting the target and exceeding it will give you a real sense of achievement!

Fundraising Tips!

Fundraising takes time – particularly the relationships with larger donors, both individuals and organisations. It may take more than a year to get a major donor to the point where they trust your organisation and are convinced of the need to give their money. Also if you're new to fundraising and you break even in the first year, your fundraising activities are going well. Remember, fundraising activities also contribute to raising the profile of the organisation, not just raising funds.

4. Fundraising Strategy (contd)

Types of Fundraising

There are two main types of funding to consider: **Unrestricted & Restricted**.

[Fit4Funding- Charities Information Bureau, 2010]

1. Unrestricted Funds

Core support / General funds

“Unrestricted” funds are donations that are available for the organisation to use towards any purpose. These are funds to be spent as the management committee sees fit within the stated objectives and mission of the charity. The management committee are free to set priorities and decide how and when to spend the funds, and they are not earmarked in any way.

For example: Money raised from a fundraising lunch to support the general running costs of the National Guiding Association

Raising unrestricted funds (core support / general funds) is critical for the development and sustainability of an organisation. Core support makes an organisation stronger, more effective as well as productive. Raising core support is competitive and harder than raising ‘restricted funds’.

2. Restricted Funds

Restricted Income Funds

These funds are subject to donor specification- the donor will stipulate how they wish their funds to be used (specifications are usually outlined in the contract / agreement they have with you). These funds can only be used for the purposes for which they are given, and if they are used for any other purpose it may be viewed as fraud or deception.

For example: The Dulverton Trust provided funding to support the costs of sending 10 young women from the Africa Region to attend a Juliette Low Seminar in Kenya. Only justifiable costs directly linked to this particular activity were acceptable to the donor. Other unrelated costs could not be covered by this budget.

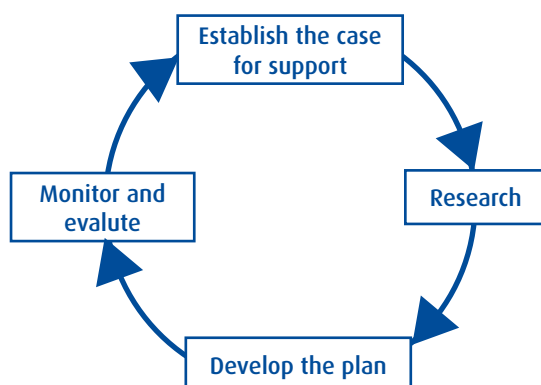
Where possible, try to remember to include some core costs within your budget to cover organisational overheads and resources thereby ensuring successful project implementation. (For example- you could include 10% administration costs, a proportion of staff time dedicated to the project / achieving the results, up to 15% monitoring and evaluation costs).

5. Fundraising Cycle

Researching, planning, developing and implementing fundraising activities

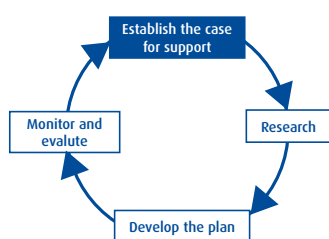
Around the world many fundraisers use a planning tool called the 'Fundraising Cycle' to plan, develop and monitor their fundraising activities. It was first proposed by Redmond Mullin three decades ago.

The Fundraising Cycle



It is a useful tool for planning your fundraising activity, from the smallest cake sale, to the development of a major fundraising campaign. We will explore the four stages of the cycle and consider how we might use them as Girl Guide and Girl Scout organisations.

a. Case for Support



Your Fundraising Strategy has identified what are fundraising aims, including what projects or funding needs are a priority. A case for support is then a statement, usually a written document that explains why a donor should give to the organisation and outlines what specific 'project' or 'activity' they will be supporting. It needs to be clear, compelling and not too long. A major capital appeal (e.g. for the purchase of a headquarters building) will have many pages of information. A smaller project, or need, e.g. the funding to send a young woman to a WAGGGS training event, might only be one page of information, with a picture and clear ask.

Before starting to write your case for support you may find it useful to develop a project plan. This tool will help you visualise all the elements of the project and help you complete the case for support. Reproduced here is 'How to Write a Project Plan' from the WAGGGS Strategic Partnerships Resource. (See box below).

5. Fundraising Cycle (contd)

Tool: How to write a project plan (from the Strategic Partnerships Resource)

Use the table below to develop your project plan. Although you should be prepared to change and update your plan, it's a good idea to have a clear plan of what **you** want before discussing it with potential donors. You should consider showing the resources (including staff and volunteer time) that you can contribute to the project. You can calculate any 'in kind' costs that you have received such as donations of equipment or use of premises rent-free and add these to your budget. Also show if you have received funding from another organisation, this may give your project added weight in the eyes of potential donor organisations.

Project plan

Introduction: A short description or summary of your project, including key objectives and what you are hoping to get out of the partnership. Include the **goal** – the rationale behind the project, the overall objective to which the project contributes.

Project need Include the **objectives** – what you hope to achieve and the motive for producing the outputs. Also include the impact of the project.

Project detail Include the **outputs** – the specific results and deliverables. Also include the **activities** with evidence of how you will deliver the project in detail. Include a work plan with timings, and new or existing roles. List the benefits, to how many participants. How many people will be changed and in what way? How will you gather evidence of this (Monitoring & Evaluation)? How can you work towards building the sustainability of this project and / or your organisation?

Budget Attach an outline budget including information on all the resources you already have (such as premises, equipment etc.) that you'll be able to contribute to the project.

Item	Costs you need to be funded	Income you have already raised
------	-----------------------------	--------------------------------

Grand total:

You may find you write a Project Plan for the planning within your organisation and then develop a separate Case for Support, written with an external donor in mind (using language that is clear, especially if the person is not involved in Girl Guiding or Girl Scouting).

A Case for Support sets out why donors should give to your organisation and how they can contribute to your activities. Remember each time you approach a specific donor you will need to adapt the Case for Support (you may need to re-write it, add information or present it differently) according to the needs of the specific donor.

5. Fundraising Cycle (contd)

Here is a checklist of the key ingredients of your Case for Support:

- i. **About your organisation** – who you are and what you do, keep it concise and consider including your mission statement
- ii. **What the need is** – try to make it real by using case studies, facts and figures
- iii. **Specific objectives of the appeal or project** – how your organisation intends to meet the needs of the beneficiaries
- iv. **Why your organisation** – your organisation’s recent successes and why it is well placed to meet the need
- v. **Target for the appeal or project** – break down the figure into smaller sums in a summary budget
- vi. **The difference a donation would make** – the real benefits it will cause
- vii. **Partners** – any other organisations involved as partners or donors (and at times it is necessary to briefly state how they support you to avoid any conflicting interests)

Explaining Girl Guiding and Girl Scouting

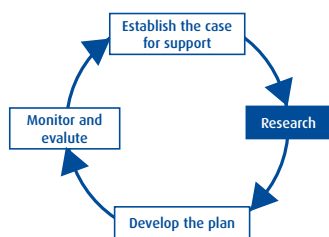
People within our movement and those who were Girl Guides and Girl Scouts in the past are often both generous to our work and understand our organisation. However, as you fundraise from people outside of the movement you will need to make sure you explain Girl Guiding and Girl Scouting to those who do not know us so well. Here are some key terms that you may need to explain, or find alternative ways to describe in your fundraising communication:

- Girl Guide and Girl Scout
- Guider
- Troop/Patrol
- Terms for different sections, e.g. Brownie, Guide, Ranger (or equivalent)
- Chief Commissioner
- WAGGGS
- Trefoil Guild

Why not ask a friend who isn’t familiar with Girl Guiding and Girl Scouting if they can spot any other terms in what you’ve written that need explaining? Explain your activities as well - don’t assume your donor knows what happens at a guide meeting, or what a guide learns by earning a badge for example

5. Fundraising Cycle (contd)

b. Research



Hopefully you have already conducted some research as part of the developing the Fundraising Strategy. Now you have your Case for Support you need to research which donors might give to your proposed project or organisational need (please see pages 17-21 for list and examples of donors).

Donor mapping is a technique to write down names of potential donors and to identify possible connections to them. It is best done with a group – this could be your fundraising committee or national Board and staff.

One way to do the exercise is for everyone in the group to identify all the people and organisations that they know under the categories (e.g. Companies, Volunteers, Staff, Other Voluntary/Youth Organisations, Media Partners) and any for the Wish List, who you would like to support your organisation. Include yourselves on the map. You can then draw a line to show any connections you have with anyone else on the map. Why do this? It is because people mostly give to people they know and therefore the best person to introduce a fundraising ask (request for money) is often someone who already knows the donor. Next make an assessment of what the people and organisations on your map have to offer your organisation. Choose symbols for who has the potential to give money, to be an advocate for your organisation, introduce you to other donors, give expertise, etc and mark them on your map.

Donor Mapping: (examples of types and how to find connections)



In a group:

- Use this blank document to list the categories of contacts known to your association.
- Identify for each which has the following to offer you, here are a few options.
 - (T) - Time
 - (£) - Money
 - (C) - Contacts
 - (V) - Volunteer
- Carry out research on these options to identify which they have funded before, if they fund projects similar to yours and if they will be a good fit to your association.

[Donor Mapping Image based on work by The Foundation for Social Improvement (<http://www.thefsi.org/>)]

5. Fundraising Cycle (contd)

Why not keep your donor map on a wall in your office (though probably not on public display) and add to it as your Association grows. This way it becomes a living document.

Alternatively you could create a series of lists of just the potential financial donors. Decide under what categories of donor you want to make your list, e.g. Local Businesses, Wealthy Individuals, International Donors and Local Community Groups (churches, rotary, etc). As a group list all the possible donors under each category. You should include those donors who have already given to you and don't forget your Strategic Partners who might be able to donate to a project within your partnership.

It is unsurprising that many organisations, including Girl Guide and Girl Scout associations feel they must apply to whatever funds are available, often when they are aware their chances may be low. However, to be an effective fundraiser, with the interests of your association at heart, you need to be able to stand back and assess if each of the sources of funding you wish to apply for are appropriate in delivering your organisations needs.

Once your list has been completed, you must scrutinize each donor on the list to identify those that are the best match for your association or the specific project that you are planning to launch. The specific criteria you use will differ from project to project, in most cases they will be based on the information that you gathered during your earlier research and analysis.

How to prioritise donors

Following this, you may find it useful to prioritise the donors you have identified in order to structure the next steps of your fundraising activities.

- Begin with donors with whom you have the closest relationships
- Top 5 organisations with funds to donate to your organisation / project
- Top 5 organisations to make a strategic alliance with (national youth network)
- Top 5 organisations to provide in-kind support (gifts, consultancy, expertise, sponsorship)
- Consider timescales. It may take your donor six months to 1 year to get back to you about funding so be strategic about your application / proposed budget

Choosing the right donors – when to say No!

If you don't already have one, it would be helpful to produce an ethical policy for your organisation. As a values-based movement, it's important to define what this means for your organisation by producing an ethical policy document. The document serves as a guideline for the way an organisation conducts itself and we recommend that it states that the organisation supports the principles of the Universal Declaration of Human Rights (UDHR). An ethical policy may include the organisation's position on issues such as human rights, ecological impact and animal welfare. In relation to fundraising your organisation may choose to specify that it will not accept donations from businesses, or even people, involved in certain activities (e.g. alcohol, tobacco, using child labour, military etc). You should always check any potential new donor from your donor mapping, or elsewhere, to make sure that their activities don't contravene your ethical policy. A copy of the current WAGGGS ethical policy for fundraising can be found on the WAGGGS website. Finally you will want to consider the reputation and allegiances your potential donor has (e.g. when considering donations from religious or political organisation). Take care who you are seen to partner with as it might affect whether you can achieve your mission of advocating for girls and young women and providing opportunities for all girls.

5. Fundraising Cycle (contd)

How to make contact with donors

There is no shortcut to obtaining funds from a donor. You will generally need to develop a good relationship before you can approach them for funds and this takes time. Do not rush into asking for any kind of financial support before undertaking research (outlined above) on the donor. Careful research will greatly increase your chances of success.

For donors that know you: they are already keen supporters of your work so ensure that you keep them interested and informed about your projects and your progress. For example, you could send them a copy of your recent newsletter to accompany a card to thank them again for their ongoing support. We don't recommend that you continuously ask them for funding.

For donors that don't know you: do your research and never beg. Careful research will determine how they prefer to be contacted and approached. Respect their guidelines and their advice. Allow them the time to get to know you as well as to research your organisation.

Types of donor

- ❖ Individuals
- ❖ Local and National Government
- ❖ Companies
- ❖ UN and UN related Agencies
- ❖ European funds
- ❖ Trusts and Foundations
- ❖ Foreign overseas development departments
- ❖ International Non Governmental Organisations
- ❖ Local Embassies
- ❖ Local Groups
- ❖ Educational Institutions
- ❖ Mutual Aid (see Appendix)

❖ **Individuals**

These could include current volunteers and staff, parents of girl members, former members, official 'Friends' groups of the Association, previous individual donors, business people and politicians

❖ **Local and National Government**

Many Member Organizations have had success in partnering with government at local and national levels. This may be through the Education, Youth or Health Ministries or other departments. Partnership can add credibility and raise the profile of Girl Guiding and Girl Scouting and lead to funding for joint projects.

❖ **Companies**

Ranging from local enterprises, national businesses and multi-national companies. Companies may be willing to donate money, or give gifts in kind and expertise. There may be opportunities to partner with a company in a sponsorship deal – where your organisation is willing to promote their brand in return for defined benefits. Some companies (especially international ones) have employee engagement programmes, where their staff may volunteer for charities.

5. Fundraising Cycle (contd)

❖ UN and UN related Agencies (UNICEF, UNDP, UNFPA, UNESCO, WHO)

UN agencies deliver large amounts of funding across the world and many have an established relationship with WAGGGS at the international level and in many countries with Member Organizations. If you don't already have contact with them you should research into the way that they work and arrange to meet their local in-country representative.

❖ European Funds

The European Commission has significant funding programmes for the developing world. Full details (in English and French) are available using the search facility on the Europeaid website (http://ec.europa.eu/europeaid/index_en.htm) which allows you to see current and expected calls for proposals (as well as those whose deadlines have now expired and information about grants which have been awarded as a result). The publication of a call for proposals will indicate the relevant funding priorities of the European Union, eligibility criteria and any other conditions for award of a grant as well as the contact details of the local EU delegation office for more details.

You should not search only for funding specifically available for youth. There are several fields in which your member organisation might present a relevant proposal, such as: social reintegration and/ inclusion of marginalized communities, citizenship and human rights education, gender equality, sexual and reproductive health education (including HIV/AIDS), protection of the environment and culture.

However, before searching for European Union funding opportunities on the Web, please consider the following, as these are generally applicable rules:

1. Firstly, only legally registered organisations are eligible. In addition administration of projects funded by the European Union needs increased management capacity.

Answer critically the following questions:

- Does my organisation meet all the legal conditions?
- Is the board of my organisation functional?
- Does my organisation have an accountant?
- Has my organisation produced annual reports (financial as well as activity reports)?
- Has my organisation run projects with a budget close to the amount to be requested for this project? If not, can I prove that my organisation has the ability to administer large amounts of money?
- Has my organisation relevant experience in the area the project is concerned with? If not, do any of the people involved in the project have specific expertise in that field?
- What kind of links do we have with public authorities/institutions (local and central)?

2. Secondly, very often, EU funding-programmes are open to partnerships of non-governmental organisations and public authorities (local or central). Therefore it can be vital for your organisation to develop contacts with relevant public authorities, to find out their priorities in the field of your activities and to get their recognition as a reliable partner. It will then be easier to approach them about submitting a joint proposal.

[With thanks to Rita Waswani at the WAGGGS Europe Office in Brussels for this text]

5. Fundraising Cycle (contd)

Donors with a presence in more than one country – please don't forget this!

Some potential donors will exist inside and outside of your country. They may be multi-national companies (e.g. UPS), grant-making foundations based overseas, UN agencies etc. It is important to be aware that other Member Organizations or WAGGGS at an international level may have a pre-existing relationship with your potential donor. There are two things that you should do. Firstly ask your potential donor if they already work with Girl Guides and Girl Scouts in other countries – or internationally with WAGGGS. If they do this may increase your chances of getting the donor to work with you. Secondly, if you are seeking funding from a potential donor organisation based outside of your country you should first contact the Member Organization where they are based and the WAGGGS World Bureau Fund Development Team. Often there will be no current relationship so you may continue. Alternatively becoming aware of a pre-existing WAGGGS-level relationship may enhance your approach to the donor, or you may be asked to not approach them at this time because of the nature of the existing partnership or negotiations.

❖ Trusts and Foundations

Many countries have grant-making Trusts and Foundations that are set up to give money away to preferred organisations and causes. Some are international with offices in many countries (e.g. Clinton Foundation, Packard Foundation). Some will only give to charities registered in the Trust's home country (many UK Trusts will give to UK registered charities working abroad, like WAGGGS, but not directly to Member Organizations). Most will have clear guidelines of what they give to and a defined application form that all applicants must follow.

The Anne Scott Fund

The Olave Baden – Powell Society (OB-PS) works to support WAGGGS making a difference to more than 10 million girls and young women worldwide. Members of the Society have contributed to the establishment of the Anne Scott fund (named after a former President of OB-PS). This fund provides specifically for young women, and is open to applications from young women or from WAGGGS Member Organizations who may be carrying out a project with young women. Grants up to a maximum amount of £400 are available.

Applications can be made at any time and should be returned to:

OB-PS, World Bureau, 12c Lyndhurst Road, London, NW3 5PQ

5. Fundraising Cycle (contd)

❖ **Foreign Overseas Development Departments**

National government departments (especially overseas development departments) of foreign nations work in many developing countries. The following have had involvement outside of their region and may have funding programmes for your country: DANIDA (Denmark), FINIDA (Finland), NORAD (Norway), USAID (US), DFID (UK), SIDA (Sweden), CIDA (Canada), AIDAB (Australia). Information can be found on the national websites and possibly through local embassies.

❖ **International Non Governmental Organisations (INGOS)**

Some charitable organisations are multinational and may work in partnership with Girl Guide and Girl Scout groups locally and a national level. Groups include Family Planning International Association, World Association of Christian Churches, International Committee of the Red Cross, Soroptimist International, International Scout & Guide Fellowship (ISGF) etc. Some will have a partnership with WAGGGS at the international level, which may help you to make contact in your country and over time discuss funding opportunities with them.

❖ **Local Embassies**

Many Embassies in developing countries have small grant programmes, but will favour organisations that they are already familiar with. Ask for a meeting with someone at the Embassy to explain about your work and invite them to showcase events.

❖ **Local groups**

In every location there are local groups who may be willing to support Girl Guide and Girl Scout activities. Groups might include churches or mosques, philanthropic groups (such as Rotary and Lions Clubs) and others. Their members may wish to help with events and they may have small grants available.

❖ **Educational Institutions**

Some institutions where Girl Guides go to school or career development training do donate funds for Guides activities such as annual subscriptions or pay for events such as jamborees/camps. Also some Foundations offer funding for girls and young women to study, e.g. Margaret McNamara Scholarship Fund.

5. Fundraising Cycle (contd)

Other ways to generate income

Generating money through sales or charging for services is not strictly 'Fundraising' and needs to be thought through very differently. Many national Associations and local Guiding groups have taken a commercial approach to generating income, e.g. through charging for services, hiring out facilities, or selling training packages and programmes.

Merchandise

Many Associations produce branded items, such as T-shirts, pens and bags that carry the Association logo or name and can be sold at a profit to the girls and young women. Before starting this kind of activity please remember to find out about the legal framework for your country.

Services

If you are already offering services, such as training for other groups are there some people who could afford to pay for their training, or other creative ways to generate income? One example is the training of low-income women to use sewing machines and make clothing, where it was possible to rent out the machines to new learners and help these women teach their trade to others and then sell the hand made items produced by the local women, a means for all to profit from.

Making the most of resources

Review the resources that belong to the Association – if there are buildings that are being under-used could they be rented out commercially to raise money income to invest back into the Guiding programme?

5. Fundraising Cycle (contd)

Running a fundraising event

Remember the 5 P's

Planning:

It will take time to pull off your event (a minimum of 2 months for a small scale event and up to 8 months for a large scale event).

Set the date for the event. Allow yourself enough time to prepare thoroughly.

Be aware of conflicting local and/or national events, as well as holidays. Or coordinate your event with a significant date or time of year. For example, raise money for HIV Awareness project on World Aids Day (1st December).

Carefully outline all the necessary steps needed in order for the event to run smoothly. You may find it useful to keep a calendar to ensure all the steps are completed in the run up to the event.

BEWARE: Rarely do events run smoothly, be prepared and ready for all eventualities! Try to identify potential risks and consider best ways to mitigate them should they arise. Do try to develop a risk management plan.

Programme:

- Set your fundraising target (sum of money you want to raise)
- Clearly and succinctly define the cause/project you are supporting
- Determine costs for realising the event (try to keep operating costs at a minimum so you can make a profit. Estimate attendance, cost of decorations, refreshments, printing, transport, mailing expenses and so on). Decide from your cost sheet which services and materials you may be able to acquire through donations.
- Identify what equipment is needed at the event (lighting, sound system, tombola)
- Consider sending out a press release about your event to a local newspaper / radio station or you may want to invite a photographer to the event. This is very important for generating awareness about your event within the local community. Another good way to promote your event is to make posters.

People:

Ensure you get help. Find your volunteers and involve them as much as you can. Focus on their areas of expertise and/or connections. Delegate carefully, if required create committees, organise meetings to monitor the progress of your preparations.

Partnerships:

Collaborating with local partners will bring additional benefits to the event. Partners may be able to provide key expertise or resources to support your work.

Obtain seed money or seek sponsorship. Ask local / national businesses to cover certain aspects of the event, such as the venue rental, advertisements, invitations and music.

Try to obtain in-kind donations to help to reduce the total costs of the event.

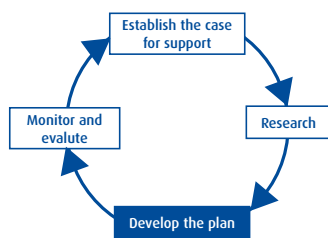
For example donations of food and drink, t-shirts, banners and/or posters.

Persistence:

- Be persistent with setting high goals. Never settle for a mediocre fundraising event. High goals are great motivators.
- Be persistent in finding new ways of raising money for your Association.
- Be persistent in improving your Association's public image as well as the image of Guiding. You never know what kind of future benefits could come your way as far as volunteers, contributions, and partnerships, just because somebody heard something positive about you out in the community.

5. Fundraising Cycle (contd)

C. Develop the plan



The next step is to plan and implement the fundraising activities in detail. If you plan well you ensure you have the necessary resources for the activity, ensure it operates cost effectively and you will reduce the risks involved.

When choosing the type of fundraising activity you need to consider the time-scale and resources available:

- Short term fundraising - projects lasting from a day to two weeks
- Medium term activities - projects lasting from two weeks to a few months or which need more preparation.
- Long term fundraising for major capital expenses or on-going projects

You may find the following ideas in each of the categories useful as suggestions. You may also have your own ideas, or be inspired by what you see other youth organisations in your country do, or other Associations in your region.

Examples of Fundraising Activities

A) Short term activities

SHORT TERM ACTIVITIES:
Bake/cookies sales
Bring and Buy Sale
Candle sales
Fair/fete
Garage sale
Bazaars
Buy a brick/ Firewood campaign
Car washing
Charity/jumble sales
Crab Race
Craft sales
Entertainment organized by Girl Guides (*appendix example)
Instrument/silence/dancing/
International food Fair, dishes from around the world. (*appendix example)
Jumble/old clothes sale
Knitting/sewing
Raffles/lotteries
Selling Christmas cards
Selling stickers/badges
Singing/playing musical
Street fairs/Carnivals
Swim-athon
Tea Party
Tug-of-war

5. Fundraising Cycle (contd)

Intermediate- Advanced:

SHORT TERM ACTIVITIES:
Auctions
Award ceremonies
Barbecue, to discuss an issue
Cocktail party/exhibition/Art sale
Concerts
Cultural Evening
Dances
Dinners
Exhibition
Fashion show
Having a speaker "passing the hat"
Corporate Sponsorship in three categories for any identified charity event. It could be a golf tournament, organized walk, run, fashion show etc
Golf tournaments with sponsorship of various categories (Bronze, Silver and Gold) (* appendix example)
Hunger dinner (*see appendix example)
Organizing dinners/dancers and selling seats at the table
Pinnacle of Joy (*appendix example)
PublicationS
Selling branded merchandise
Selling tickets for theatre play/dance/film
Sponsored marathon
Sponsored walk/fun run
Sports events with sponsors
Talent Project-based on a Parable of talents (*appendix example)

5. Fundraising Cycle (contd)

B) Medium term activities

These are activities which demand more preparation, administration and often special permission from school principals, head teachers and other local authorities. Very often these activities also need some initial funds to start the project. The list is by no means exhaustive but will we hope give you some ideas:

Beginner - Intermediate:

MEDIUM TERM ACTIVITIES:
A mothers and daughters tea party with a guest speaker
A recital of poems and songs
Printing and selling calendars with Photographs of various
Girl Guiding/Girl Scouting activities
Raffle tickets
Selling food/drinks in or near a school

Intermediate - Advanced:

MEDIUM TERM ACTIVITIES:
A luncheon for Friends of the Association or parents of the girls (with a financial Contribution from the guests)
A musical concert (either with the girls or a well known singer)
Organizing a cooking or baking competition with the sponsorship of as many private firms as possible

5. Fundraising Cycle (contd)

C) Long term activities

Long term or capital projects require much more careful preparation, control and implementation, and very often need someone dedicated to supervising the whole project throughout. For really big projects you may be developing a partnership with an international organisation (e.g. UNESCO, UNICEF, FAO and INGO's).

Beginner - Intermediate:

LONG TERM ACTIVITIES:

Establishing a Guide shop which will sell uniform, badges, books and booklets, and others items like camping equipment

Running a shop for the community supplying basic necessities

The establishment and management of a crèche/ nursery /pre-school

Setting up a home industry for locally produced goods

Intermediate- Advanced:

LONG TERM ACTIVITIES:

Building and management of a youth hostel

Setting up a poultry farm

Planting an orchard to produce and sell local fruit establishing a vegetable garden and sell the vegetables

Set up beehives to produce and sell honey

Establishing a computer laboratory with the aim of training in computer technology at an affordable fee for members and the community

Establishing a vocational skills centre for girls and young women to learn and earn livelihoods

5. Fundraising Cycle (contd)

How to write a funding application

Writing a funding application to a grant-making organisation (or wealthy individual donor) is a skill and there are some key elements that all applications should include. Check before you write your own funding application if the potential donor has a preferred format or even application form for you to complete. Of course the size of your application will depend on the size of the planned activity/project. You should also consider enclosing a covering letter or email to accompany your application.

TITLE

Give a clear concise title for your funding application

SUMMARY

A short summary (no more than a paragraph) of the proposal project will give the reader a sense of what you are planning

INTRODUCTION/BACKGROUND

Give the background to your organisation – your Mission, Aims, Structure and Track Record. But keep it concise – you want the reader to continue to the next section!

THE SOLUTION

This is where you explain what the proposed project activities are to meet the need. What is planned, when will it take place, who will be involved and most importantly of all, what will be the specific measureable outcomes you expect to see.

IMAGES

Include images in your application if possible – that illustrate the need and the work of your organisation for example girls carrying out a project or the result of a project being showcased

THE PROBLEM/NEED

Explain what the problem is contextually (Provide stats and quotes to support these statements of how dire the need is in general terms.), who it is affecting and where.

Additionally add what your Member Organization plans will respond & contribute to this need. For instance to work with HIV/AIDS orphans you need to explain who they are, how the situation arose and what their needs are.

MONITORING & EVALUATING

Show how you will monitor the project and evaluate if it has been a success at the end, this may include the form of reporting, showcasing stats and percentage changes of supporting the needs, including imagery and quotes from those who were received support or carried out the projects

THE FUTURE

Is this a pilot project, a one-off activity or part of ongoing work.

BUDGET

How much will the activity/project cost. Show detail of the different elements of the budget, which you may present as a separate document. If the donor uses a different currency to your local currency give an indication of what the figures are in both and show what conversion rate you have used. Show any income you have received or are expecting.

Remember to include core costs within your budget to cover organisational overheads and resources thereby ensuring .

CONTACT DETAILS

Don't send your application for funding without giving clear contact details of who they should contact (the person(s) should be agreed upon by the Member Organization's National Boards and these should be consistently maintained)

THE ASK

You may choose to be specific in your funding application how much money you are asking for. Alternatively you may learn that the donor prefers to just know the whole amount needed.

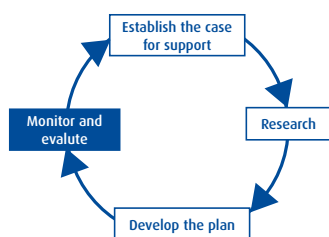
REFERENCES

If the donor requires details of references (individuals or organisations who know your work and can give more credibility) or you wish to add them. Remember to tell your referees.

Most donors will specify what additional documents they require you to send with your application. Some may need a copy of your most recent audited accounts, a copy of your charity registration documents, a copy of your annual review. Obviously if they state that they do not want to receive any additional documentation do not send them any.

5. Fundraising Cycle (contd)

d. Monitor and Evaluate (M & E)



During and after your fundraising activity it is important to monitor and evaluate the successes and failures of the activity. This helps you to understand how you might make the activity bigger and better the next time and what lessons you have learnt from what has not gone as well as you had expected. The fundraising cycle then begins again, building on successes and reducing failures, developing relationships with donors and identifying new fundraising opportunities to take advantage of.

You will want to monitor and evaluate both your fundraising activity and your project or activity that has been funded by your donor(s). Monitoring and evaluation of your project will provide you with a process to assess the impact of the project and aid your future project design and implementation. It should also provide you with the statistics and stories that you will need to report to your donor and that you can also use to inspire others – both your members and the public in general (perhaps through the media).

As part of your evaluation of the fundraising activity you will consider if it is possible to repeat the activity and perhaps to obtain more funds from it next time. If your fundraising activity was making a funding proposal to a grant-making donor you will want to explore if you can approach the same donor for additional funds, even for a larger donation. How well you have cared for your donor and reported on the impact of the first donation will influence the likelihood of them donating again and possibly more.

In fundraising we must accept that often our fundraising requests to grant-making bodies will be unsuccessful. Remember, your application may have been good, but the competition intense and other applicants may have had a stronger connection with the grant-making organisation, or a proposal with a closer fit to the donor's interest. Don't let rejections put you off – instead try to work out what will make your next application more likely to succeed and keep applying (could you meet the next donor before applying for funds, could you identify a proposal that is closer to the donor's interest, etc).

Donor Care

You can find other resources that give information about donor care – however it is important to recognise that caring for your donors is essential. Donors, even grant-making organisations (when you think about who makes the decisions), are people and expect to be thanked and probably some degree of ongoing contact with your organisation. Always acknowledge a donation quickly. Be confident to thank your donor more than once – some experts believe a person needs to be thanked six times (in different ways) to feel fully thanked! Think who should best thank the donor – a staff member, the Chief Commissioner, even your Patron if you have one. Don't forget your donor after you've thanked them. Especially for larger donations, make sure you keep your donor informed of the impact of their donation and of course comply with any reporting requirements. Think also what else you could send them, e.g. your newsletter if you produce one and what events you could invite them to attend, e.g. a World Thinking Day event.

6. Final Remarks

This resource has shown you how you can develop a Fundraising Strategy for your organisation, how you can map your potential donors and how you can use the Fundraising Cycle to plan, deliver and evaluate your Fundraising activities. We hope you will feel informed, encouraged and inspired to try new fundraising activities and will have success in getting more funds for your work. Remember our work enables girls and young women to develop their fullest potential as responsible citizens of the world and that message should motivate others to get involved and give to support our work.

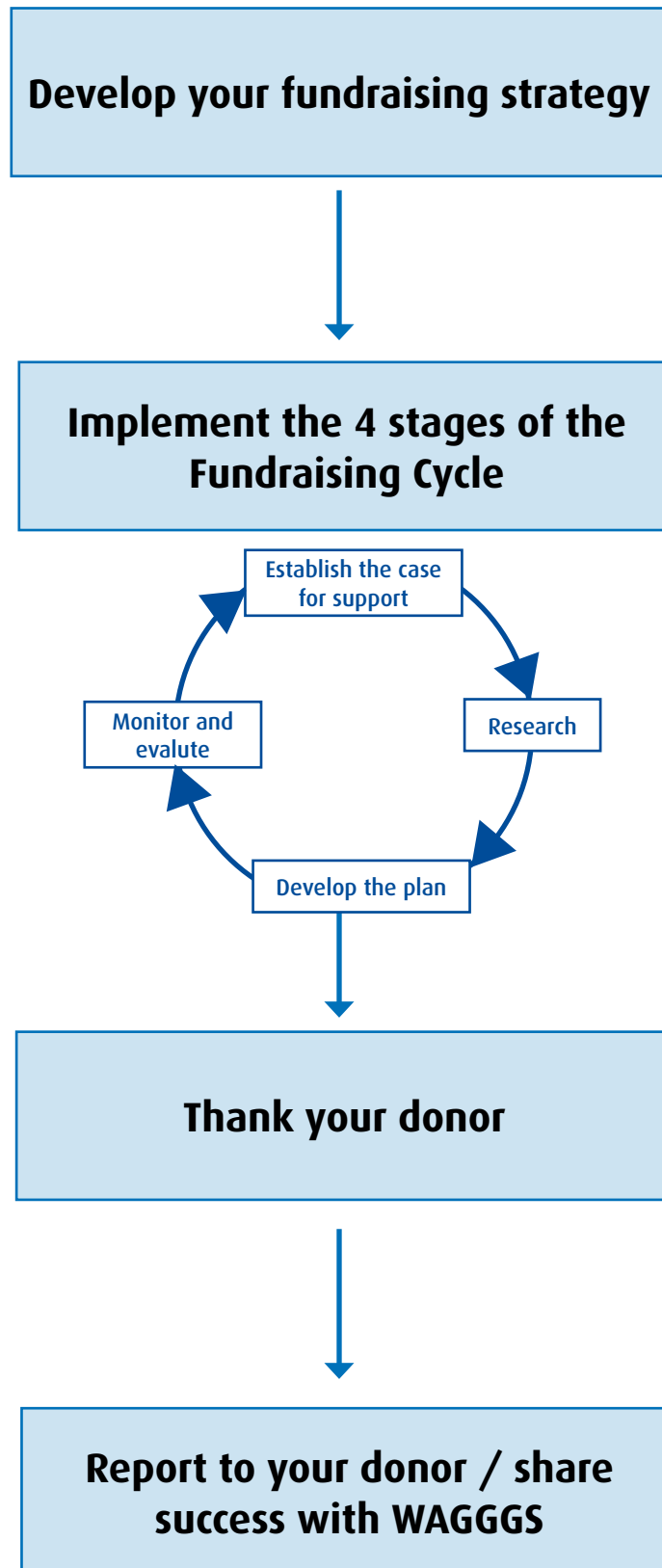
We wish you all the best of luck with your fundraising activities. We're sure there'll be successes and disappointments. You will learn by doing, improving your techniques and sharpening your message. We would love to hear about your successes and to share them with others, so that your story can act as an encouragement and inspiration to others. so that your story can act as an encouragement and inspiration to others. Do tell your Regional staff team and the WAGGS Fund Development team about your big wins. Our contact details are in Appendix 2.

8. List of Appendices

- Appendix 1:** Resources for MOs
- How to secure funding for your Association (flow chart)
 - STEEP Analysis (example)
 - STEEP Analysis
 - SWOT Analysis
 - Donor Mapping
- Appendix 2:** WAGGGS Mission and Approach to Fund Development
- Appendix 3:** WAGGGS Key Partners
- Appendix 4:** Mutual Aid Scheme
- Appendix 5:** World Thinking Day
- Appendix 5:** Avoiding Scams
- Appendix 7:** Advantages and Disadvantages of donor types
- Appendix 8:** Fundraising Activity Ideas
- Appendix 9:** Glossary

Appendix 1 - Resources for MOs

How to secure funding for your Association



Appendix 1 - Resources for MOs (contd)

STEEP Analysis

This stands for Social, Technical, Economic, Environmental and Political. Use this analysis to consider factors outside of your organisation that may influence your fundraising activities, but which you cannot change.

[<http://www.venturenavigator.co.uk>]

Socio-cultural	Suggested sub-themes	Factors that may influence your fundraising activities
	Gender	E.g. wealthy married women may not be able to make large donations without their husband's consent – your fundraising events may need to invite them both
	Etc,...	
Technological		
	IT / Internet	E.g. Most people don't have internet access, but nearly everyone has a mobile/cell phone. You might find ways for people to give from their phone, instead of online
	Etc,...	
Economic		
	Interest rates	E.g. Interest rates are low, meaning it is less expensive for businesses to borrow money – they may have more money at the moment for charitable donations (as long as banks are lending)
Environmental		
	Waste disposal	E.g. citizens are more aware than ever of the damage to the environment from rubbish on the streets, in river and parks. Any outdoor fundraising event must ensure all rubbish is disposed of correctly – for the environment and for the association's reputation
	Etc,...	
Political		
	Other	E.g. the Ministry of Youth may have made it clear they are ready to work with more youth organisations
	Etc,...	

Appendix 1 - Resources for MOs (contd)

STEEP Analysis Template

Socio-cultural	Suggested sub-themes	Factors that may influence your fundraising activities
	Gender	
	Ethnicity	
	Life-style	
	Social trends	
	Other	
Technological		
	IT / Internet	
	ICT	
	Equipment	
	Materials	
	New developments	
	Other	
Economic		
	General trends	
	Interest rates	
	Funding sources	
	Other	

Appendix 1 - Resources for MOs (contd)

STEEP Analysis Template (contd)

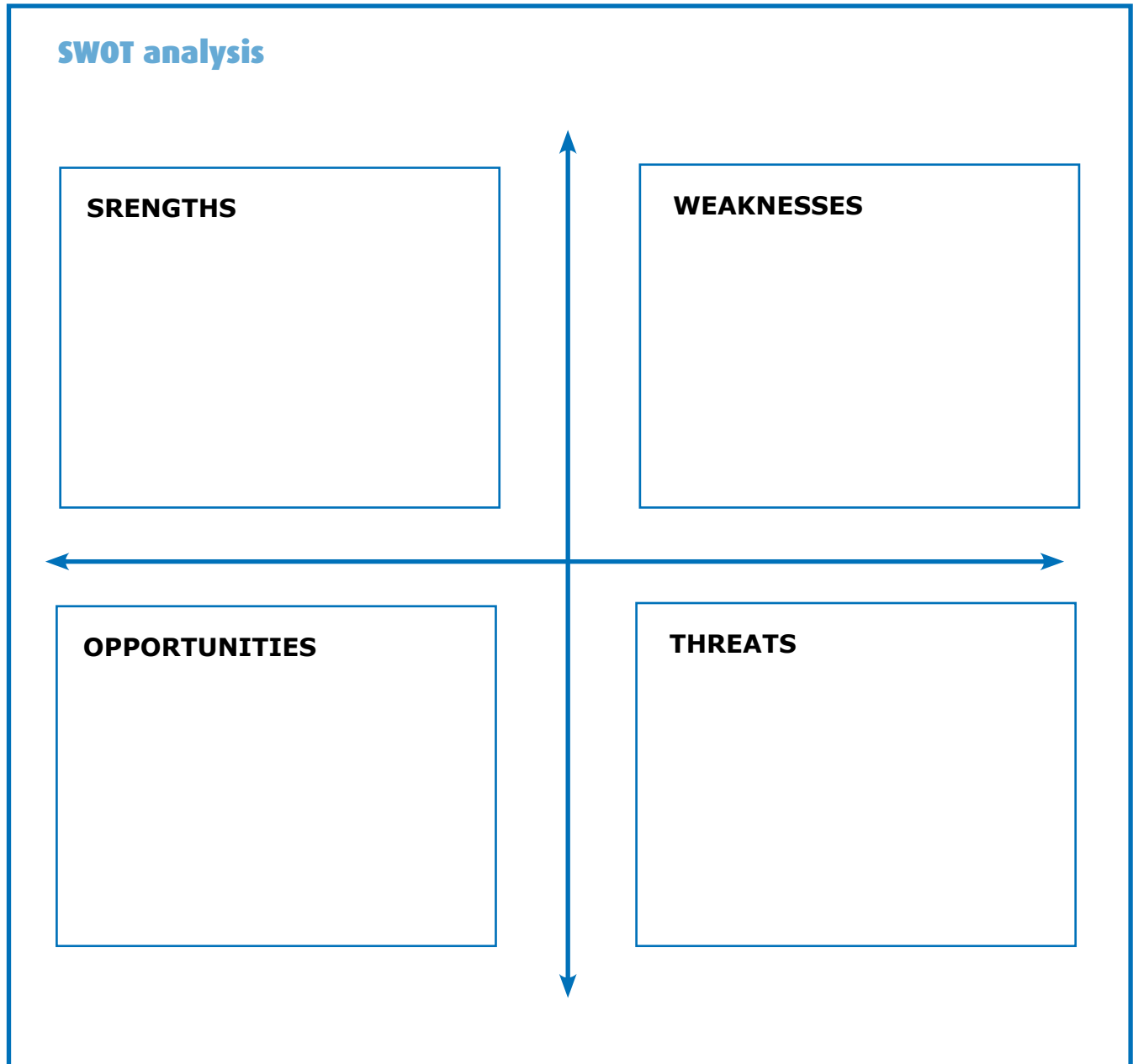
Environmental	Suggested sub-themes	Factors that may influence your fundraising activities
	Sustainability	
	Recycling	
	Waste disposal	
	Energy-efficiency	
	Fuel	
	Other	
Political		
	National law / local by-laws	
	Equality	
	Vulnerable people	
	Party politics	
	Other	

Appendix 1 - Resources for MOs (contd)

SWOT Analysis Template (contd)

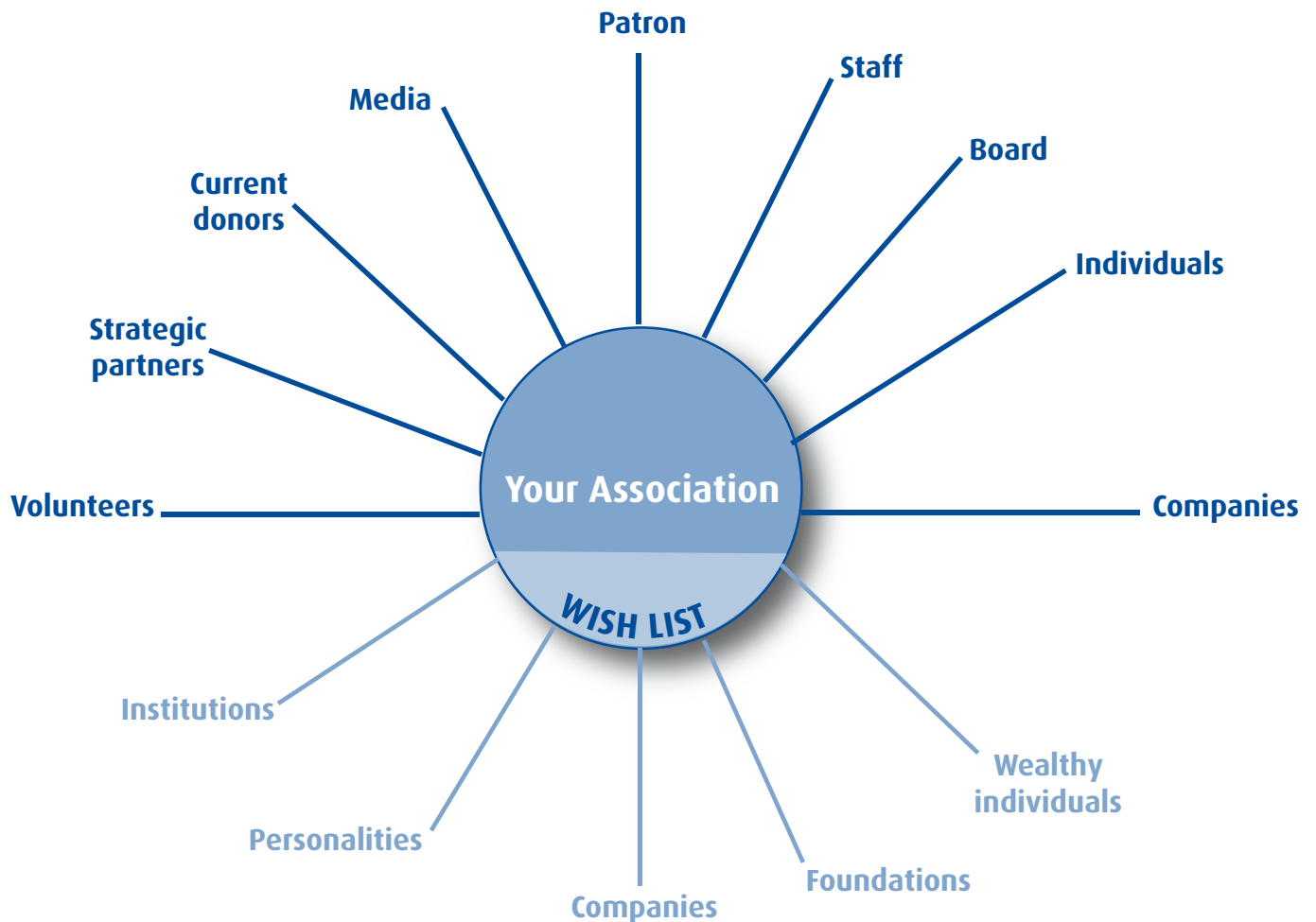
SWOT analysis

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

A SWOT analysis template diagram. It consists of a large rectangular frame containing four smaller rectangular boxes arranged in a 2x2 grid. The top-left box is labeled 'STRENGTHS', the top-right box is labeled 'WEAKNESSES', the bottom-left box is labeled 'OPPORTUNITIES', and the bottom-right box is labeled 'THREATS'. A vertical double-headed arrow is positioned between the two columns, and a horizontal double-headed arrow is positioned between the two rows, intersecting at the center of the grid.

Appendix 1 - Resources for MOs (contd)

Donor Mapping Template



In a group:

1. Use this blank document to list the categories of contacts known to your association.
2. Identify for each which has the following to offer you, here are a few options.
(T) - Time
(£) - Money
(C) - Contacts
(V) - Volunteer
3. Carry out research on these options to identify which they have funded before, if they fund projects similar to yours and if they will be a good fit to your association.

Appendix 2 - WAGGGS Mission and Approach to Fund Development

The World Association aims to engage and empower girls and young women, so that they can make a difference in their communities. We want to reach out to more girls and young women, from diverse backgrounds so all girls and young women have the opportunity to experience the great benefits inherent in Girl Guiding and Girl Scouting.

Our Mission:

To enable girls and young women to develop their fullest potential as responsible citizens of the world

Our Vision for 2011

We are a growing worldwide Movement – the voice of girls and young women who influence issues they care about and build a better world.

The Fund Development team at WAGGGS, based in London and in Brussels focus on the following three pillars of fundraising:

- Income generation
- Development of strategic partnerships
- Capacity Building

International fundraising proposals are developed by the team often working closely with Member Organisations who will eventually implement the project work once funding is received.

We strongly encourage you to use this booklet to apply for funds to support your work and to develop Guiding in your area. We'd really appreciate it if you could share with us any exciting stories, success, results!

Usually, we are not in a position to review funding applications developed at MO level. However, should you need assistance depending on the scale of the project / type of collaboration please do get in touch with the Regional Director / Development Executives / the Fund Development team so we can determine if and how best to assist you.

Contact:

Fund Development Team: changinglives@wagggsworld.org

Paul Bigmore, Fund Development Manager: paul@wagggsworld.org

Gerry de Lisle, Fund Development Officer: gerry@wagggsworld.org

Appendix 3 - WAGGGS Key Partners

Current WAGGGS partnerships

WAGGGS seeks partnerships in order to implement its mission and achieve its vision. The most up-to-date list of WAGGGS' current partnerships can be found on the WAGGGS website. The following list describes a selection of WAGGGS' main partners at the international level:

PLEASE REMEMBER to first check with WAGGGS before you make contact with any of these donors!

Alliance of Youth CEOs

WAGGGS is one of six of the largest international youth organizations in the world, which together form the 'Alliance of Youth Chief Executives' (AYCEOs).

The Alliance of Youth CEOs is a platform for advocating for and with young people, promoting youth development and youth leadership, to improve the lives of children and young people worldwide. Members of the Alliance of Youth CEOs are WAGGGS, World Organization of the Scout Movement (WOSM), International Red Cross and Red Crescent Societies, World Alliance of YMCA, World YWCA, and the International Award Association. Collectively, they reach over 100 million young people in over 200 countries and territories.

Conference of Non-Governmental Organizations (CONGO)

When governments met in San Francisco in 1945 to establish the United Nations, they were joined and strongly supported by many non-governmental organizations (NGOs). In 1948, NGOs holding consultative status decided to cooperate in order to improve the consultative process and subsequently they established CONGO, the Conference of Non-Governmental Organizations in Consultative Relationship with the UN. CONGO's primary function is to keep NGO status at the UN open. CONGO has many Committees based in Geneva, New York and Vienna that share information about issues of concern. The committees are active on human rights, sustainable development, disarmament, the status of women, racism, substance abuse, ageing, youth, population and other current topics. WAGGGS was on the Board of CONGO from 2001- 2003 and was elected again for the term 2007-2009. WAGGGS' World Board members and UN Teams in Geneva, New York and Vienna attend Board meetings and actively participate in CONGO committees where they are based.

International Alliance Against Hunger

The International Alliance against Hunger is a voluntary association of national and regional alliances of both developing and developed countries, international institutions and individuals working towards eradicating hunger and poverty. Alliance members are recognised for their actions and strong commitment to eradicating hunger and poverty: halving hunger by 2015 is one of the Millennium Development Goals. The Alliance will also help to keep the plight of the poor and the hungry in the spotlight. WAGGGS is assisting the Food and Agriculture Organization of the UN (FAO), one of the members of the Alliance, to compile a directory of worldwide initiatives on the fight against hunger by encouraging WAGGGS Members to submit information about any current projects they are running on improving food and nutrition.

International Scout and Guide Fellowship (ISGF)

The International Scout and Guide Fellowship (ISGF) is a worldwide organization for adults in support of Guiding and Scouting who want to strengthen the dialogue between communities through community-oriented projects worldwide. Created in 1953 and supported by WAGGGS and WOSM, ISGF has National Scout and Guide Fellowships in 61 countries. The Mission of ISGF is to promote the spirit of the Scout and Guide Promise and Law in its individual members' daily lives by continuing personal development, serving in the community and actively supporting WAGGGS and WOSM.

Millennium Campaign

The UN Millennium Campaign was established by the UN Secretary General in 2002. The Campaign supports citizens' efforts to hold their governments to account for the achievement of the Millennium Development Goals. It coordinates the Stand Up Against Poverty campaign action each year. The UN Millennium Campaign strongly believes that Governments will keep their promises only when they feel the pressure exerted on them by their voters. In 2009, the Millennium Campaign awarded WAGGGS funding in order to develop resources for its Global Action Theme educational programme which helps girls and young women to learn and take action about the Millennium Development Goals (MDGs).

Appendix 3 - WAGGGS Key Partners (contd)

Soroptimist International (SI)

Soroptimist International (SI) is a worldwide organization for professional women who volunteer to do service projects to advance human rights and the status of women. Soroptimists and WAGGGS have worked on a number of projects including the Building Peace among Children project. They also recently partnered at the Commission on the Status of Women in New York, where WAGGGS youth delegates spoke at Soroptimist events.

United Nations Children's Fund (UNICEF)

The UN Children's Fund works for the long-term survival, protection and development of children. Guided by the Convention on the Rights of the Child, UNICEF advocates the protection of children's rights, to help meet children's basic needs and to expand their opportunities to reach their full potential. Its programmes focus on immunization, primary healthcare, nutrition and basic education. The WAGGGS UN team, New York works closely with UNICEF and is part of the NGO Committee on UNICEF, which facilitates the Working Group on Girls. WAGGGS and UNICEF signed a joint Memorandum of Understanding, which heralded a closer collaboration within the framework of the WAGGGS "Our Rights, Our Responsibilities" 2002-2008 theme. UNICEF and WAGGGS worked together to identify and support rights-based approaches to help solve the many complex problems that affect children's lives, such as HIV/AIDS, child labour, malnutrition, lack of access to basic education and armed conflict. WAGGGS and UNICEF worked together on several publications and programme materials for youth organizations and youth groups, e.g. 'Just Say Yes to talking about and taking action on HIV and AIDS' (2008) and 'Climate Change – take action now: A guide to supporting the local actions of children and young people with special emphasis on girls and young women' (2010). In 2009, WAGGGS became a launching partner of the social networking platform www.uniteforclimate.org which was initiated by UNICEF.

The Joint United Nations Programme on HIV and AIDS (UNAIDS)

The Joint UN Programme on HIV and AIDS was formed in 1996 by the United Nations to address the challenge of the Aids epidemic. As the main advocate for global action on HIV and AIDS, UNAIDS leads, strengthens and supports an expanded response aimed at preventing the transmission of HIV, providing care and support, reducing the vulnerability of individuals and communities to HIV and AIDS, and alleviating the impact of the epidemic.

WAGGGS launched an AIDS Badge Curriculum with UNAIDS and the International Council of AIDS Service Organizations. WAGGGS is also member of the Global Coalition on Women and AIDS which forms part of UNAIDS. The Global Coalition funded the WAGGGS HIV and AIDS Training Toolkit published in 2008. The Toolkit is a collation of best practice thinking about how girls and young women can help in the fight against HIV and AIDS. Member Organizations can use this training toolkit to equip leaders in their organization with the knowledge, experience and tools to support girls and young women in combating this disease. WAGGGS also attended the international AIDS conferences in Thailand 2004, Toronto 2006 and Mexico City 2008 and will be at the AIDS conference in Vienna in 2010.

United Nations Environment Programme (UNEP)

The UN Environment Programme works to encourage sound environmental practices everywhere. It provides leadership to enable people and nations to improve their quality of life without compromising that of future generations. The WAGGGS UN team, Nairobi works closely with UNEP. Members of the WAGGGS team, Nairobi attend regularly the Global Civil Society Forums to formulate ideas and make demands to the Governing Council. They also attended various meetings of international and local NGOs. The UN team, Nairobi has held several meetings with UNEP officials to engage in each other's environmental work programmes and work towards a Memorandum of Understanding between WAGGGS and UNEP. WAGGGS is one of the main NGO partners for TUNZA, the youth programme run by UNEP. In August 2009, at the TUNZA International Children and Youth Conference in Korea, young people discussed and agreed upon a youth declaration on Climate Change, which will be used to lobby national governments and other decision-makers to take significant action at the UN climate change conference at Copenhagen in December and beyond. The four WAGGGS World Centres in India, Mexico, UK and Switzerland and further sites in Australia, Greece and Kenya were connected via webcasting with over 1,000 participants at the conference and virtual participants from eight other sites around the world. They brainstormed ideas, discussed priorities, exchanged personal experiences and views and voted on positions that will be put forward.

Appendix 3 - WAGGGS Key Partners (contd)

United Nations Population Fund (UNFPA)

The UN Population Fund is the largest international provider of population assistance. UNFPA believes in safeguarding and promoting the well-being of children, especially girl children. UNFPA is committed to the autonomy and empowerment of women everywhere. The WAGGGS and Family Health International (FHI) project, Health of Adolescent Refugees Project (HARP), was funded by UNFPA from 1997 to 2000. The project aimed to improve the health, particularly reproductive health, of adolescent girls and young women refugees in Egypt, Uganda and Zambia. A UNFPA/WAGGGS/FHI Adolescent Health Badge curriculum was developed for this project. The project was so successful that UNAIDS recognised it as an example of international best practice. Since 2000, the HARP project continues successfully in Zambia and Uganda with funding from the Reproductive Health for Refugees Consortium and either UNAIDS or UNHCR. The UNFPA Global Youth Advisory Panel includes young WAGGGS members from Brazil, South Africa and Burundi.

United Nations Office on Drugs and Crime

The mission of the UN Office on Drugs and Crime is to work with the nations and the people of the world to tackle the global drug problem and its consequences. The UN Office for Drug Control and Crime Prevention is a world leader in the fight against illicit drugs and drug trafficking. The WAGGGS UN team, Vienna works closely with the UN Office for Drug Control and Crime Prevention, attending UNDCP meetings and the NGO Committee on Narcotic Drugs. WAGGGS' Representatives in New York also participated in the General Assembly's 20th special session on the world drug problem. The WAGGGS UN team, Vienna attends two high profile commissions: the Commission on Crime Prevention and Criminal Justice and the Commission on Narcotic Drugs, where they helped raise WAGGGS profile amongst the NGO Community.

United Nations Development Fund for Women (UNIFEM)

The UN Development Fund for Women promotes women's empowerment and gender equality. It works to ensure the participation of women in all levels of development planning and practice, and acts as a catalyst within the UN system, supporting efforts that link the needs and concerns of women to all critical issues on the national, regional and global agendas. The WAGGGS UN team, New York works closely with UNIFEM and is a member of the NGO committee on the Status of Women. In 2009 WAGGGS was a launch partner of UNIFEM's Say No to Violence Against Women campaign, which – during its first phase - collected five million signatories Say NO – UNiTE to End Violence against Women is a global call for action presented by UNIFEM as a contribution to advance the objectives of UN Secretary-General Ban Ki-moon's campaign UNiTE to End Violence against Women through social mobilization. UNIFEM Goodwill Ambassador Nicole Kidman is the Spokesperson of Say NO. WAGGGS was also launch partner of the second phase of the Say NO to Violence Against Women Campaign which aims to collect 1 million actions of support. To contribute to this goal WAGGGS initiated together with Unifem the WAGGGS say no poster competition in 2010.

Food and Agriculture Organization of the UN (UN FAO)

The Food and Agriculture Organization of the UN works to alleviate poverty and hunger by promoting agricultural development and better nutrition. It aims to improve global 'food security' so that all people have access to the food they need for an active and healthy life at all times. WAGGGS has actively cooperated with FAO for many years and was granted Liaison Status in 1968. WAGGGS and FAO have jointly created the FAO/WAGGGS Nutrition Medal for Girl Guides and Girl Scouts working on food and nutrition projects. The FAO/WAGGGS Nutrition Medal is presented on World Food Days in recognition of WAGGGS members' key role in improving nutrition and supporting the FAO's goal to eradicate hunger and malnutrition for those living in extreme poverty worldwide. The UN team, Rome collaborates with FAO in disseminating educational materials and carrying out projects related to FAO's Feeding Minds, Fighting Hunger initiative. The initiative gave rise to a national project on nutrition issues by the Italian Scouting Federation involving 180,000 Scouts and Guides. FAO and WAGGGS collaborate on the joint youth education project 'The Right to Food: A Window on the World'. Due to this success, FAO and WAGGGS signed a Memorandum of Understanding to strengthen collaboration on information and awareness-raising among young people about food security, health and nutrition, the Right to Food, environmental protection and HIV and AIDS prevention. The latest joint cooperation is 'Our World, Our Food, Our Climate' an activity guide and challenge badge for young people on climate change.

Appendix 3 - WAGGGS Key Partners (contd)

United Nations Educational, Scientific and Cultural Organization (UNESCO)

The UN Educational, Scientific and Cultural Organization was created to contribute to peace and security in the world by promoting collaboration among nations through education, science, culture and communication. UNESCO promotes not only formal education systems, but also informal and non-formal education. It also emphasizes that any approach to education should be geared to full development of the individual throughout life. The UN team, Paris works closely with UNESCO, with which WAGGGS enjoys official relations. The UN team took the lead in the Joint Programmatic Commission on Youth to organize a special day on non-formal education. The special day with panel discussions and workshops took place for the first time in 2007 and from then on every year.

Plan International

Founded over 70 years ago, Plan International is one of the oldest and largest children's development organizations in the world. It works in 48 developing countries across Africa, Asia and the Americas to promote child rights and lift millions of children out of poverty. Plan works with more than 3,500,000 families and their communities each year. The 'Because I am a Girl' report from Plan International presents new data analysis of the important role girls and young women play in economic growth and the missed opportunities brought on by failing to invest in their futures. WAGGGS contributed to the report by conducting a survey on economic empowerment 'Money, money, money', which WAGGGS launched for World Thinking Day 2009. It received more than 3,500 responses from groups and individuals from 24 countries.

UPS Foundation

The UPS Foundation has provided key support to WAGGGS and the Girl Guides of Mexico, Malaysia and Hong Kong since 2004; in 2007 this programme was expanded to Brazil and South Africa. The aim was to provide opportunities inherent in Girl Guiding and Girl Scouting to a diverse group of girls and young women who otherwise might not be able to access educational and leadership programmes. In 2010, the UPS Foundation became the Global Founding Partner of the Global Girls Fund. This exciting Global Signature Programme will enable many more girls and young women to benefit from training in life skills, leadership and citizenship in order to develop their potential. Highlights from the successful 2004 – 2009 UPS Foundation programme include: raising the profile of Guiding within 5 Member Organisations, developing greater volunteering opportunities, providing key capacity building training and creating a successful model that can be replicated in other countries. The new five year Global Signature Programme will enable the World Association to implement initiatives in leadership, environmental sustainability and educational programmes across the 145 countries Girl Guiding and Girl Scouting operates in.

World Organization of the Scout Movement (WOSM)

The World Organization of the Scout Movement (WOSM) is an independent, worldwide, non-profit and non-partisan organization which serves the Scout Movement. Its purpose is to promote unity and the understanding of Scouting's purpose and principles, while facilitating its expansion and development. WAGGGS, with its headquarters in London, and the World Organization of the Scout Movement (WOSM), with its headquarters in Geneva, are two separate and independent Movements but share the same Founder and the same Fundamental Principles. Both organizations work together in an atmosphere of good friendship and mutual respect on the Consultative Committee, consisting of membership from both World Boards and World Bureaus. It ensures the exchange of information, and identifies priorities for projects and possibilities for action.

WWF International

WWF's mission statement is to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature, by:

- conserving the world's biological diversity
- ensuring that the use of renewable natural resources is sustainable
- promoting the reduction of pollution and wasteful consumption

WAGGGS and WWF have collaborated on an education pack for COP 15, the climate change conference in Copenhagen in 2009. These were fun and creative Vote Earth packs for kids, developed by an award-winning education specialist and address the issue of climate change and the Copenhagen Summit using youth friendly, informal education techniques.

Appendix 4 - Mutual Aid Scheme

What is it?

The Mutual Aid Scheme aims to promote international co-operation, friendship and understanding among Member Organizations of the World Association of Girl Guides and Girl Scouts (WAGGGS). Through the scheme, Member Organizations with higher incomes pledge funds to support projects run by Member Organizations in poorer countries. These projects vary in their nature, but are all designed to improve the lives of girls and young women, and their communities.

When did it start?

The first Mutual Aid Scheme Circular - a list of projects requesting support - was sent out in 1967 and the Scheme was officially launched in 1968. Through direct correspondence and exchange of information, partners develop bonds of friendship and an understanding and appreciation of each other's cultures and ways of life.

Over the past 36 years, the Mutual Aid Scheme has raised hundreds of thousands of pounds to support many community development projects. These include projects focusing on health, literacy, environment, vocational skills and training. It has also helped many Associations with the purchase of vital equipment, employment of full-time Trainers, training of Leaders and with the publication of handbooks and manuals, all essential for the development of Girl Guiding/Girl Scouting.

Alodo Clean Drinking Water

In 2006, the **Association des Guides du Togo** undertook a project which was funded by Girlguiding UK through the Mutual Aid scheme.

The objective of the project was to give people in Gamé, and women in particular, an opportunity for proper food and body hygiene, and a chance to take care of their own water supply and their health. It also aimed to achieve greater involvement from all stakeholders in decision-making and in the management of the water supply and sanitation.

Once the stakeholders and the sites for water wells were identified, training was given to the stakeholders in the operation and maintenance of the wells. The girls and young women were given training in hygiene and sanitation and there were also follow up monitoring sessions.

How the Mutual Aid Scheme operates

Projects are submitted to the Scheme by Member Organizations seeking funding for their project(s). The list of selected projects is then circulated to all WAGGGS Member Organizations, who are invited to support one or more of them. Funding is pledged through WAGGGS. MOs that receive funds must submit regular progress reports and a final evaluation form about the project to WAGGGS and the donor MO(s). Do remember that the decision making process takes time (a minimum of six months) so do factor this in when applying for support.

Have you have ever made an application to Mutual Aid Scheme? Was it successful – if not, do you know why not?

Appendix 5 - World Thinking Day

On **22 February** each year 10 million girls and young women and over one million adult volunteers celebrate World Thinking Day by doing activities and participating in campaigns related to the years' theme. The World Thinking Day themes from 2010 have been set on the UN's Millennium Development Goal (in 2010 it was girls worldwide say "together we can end extreme poverty and hunger").

World Thinking Day was first celebrated in 1926 at an International conference in the USA, when attendees decided that there should be a special day when Girl Scouts and Girl Guides all around the world think of each other and give thanks and appreciation to their 'sister' Girl Guides and Girl Scouts. In 1932, at another event in Poland, the idea of further showing appreciation and friendship to all girls by offering a voluntary contribution to the World Association was established.

Many Member Organizations organise special events on and around World Thinking Day. These are a great way to involve the girls and young women in a worldwide day and to raise the profile of what Girl Guides and Girl Scouts do. Many also remain true to the well-established idea of raising funds on the day. Those that send donations onto WAGGGS are helping to support the development of Girl Guiding and Girl Scouting around the world. Even Member Organizations in some of the poorest countries in the world send money each year for World Thinking Day. With pride they can say that everyone has something to give and that by sharing within the Movement we all benefit. Why not consider how you could use the Fundraising Cycle to plan and implement fundraising activities for the next World Thinking Day. WAGGGS produces fundraising activity ideas each year made available on the website.

Please refer to the World Thinking Day dedicated website for more information
<http://www.worldthinkingday.org/en/home>

Appendix 6 - Avoiding Scams

Beware of Fundraising Scams

[The following extract is taken from: Basic Tips for Fundraising for Small NGOs/Civil Society in Developing Countries, Jayne Cravens 2007]

Sadly, it must be noted that there are many unscrupulous people who use the very real financial needs of NGOs and Community Based Organizations (CBOs) in the developing world to swindle people and organizations out of money. The Internet has made such scams even easier to undertake.

One of the most common ways these swindlers work is to contact an NGO or CBO via email; the swindler pretends to be a representative of a well known corporation or foundation, the United Nations, or a government office. The person tells the organization that it has been awarded a special grant. To receive the money, the fake representative says that the organization must provide bank account information, or pay a processing fee. The message stresses the urgency of providing this information, with lots of high pressure words and phrases.

Corporations, foundations, the United Nations and various other funding bodies do NOT grant financial gifts suddenly, without previous contact, and certainly not via email! They also do NOT charge fees in order for a grantee to receive the funds.

Make sure all of your staff, both paid and volunteer, are fully aware of these potential scams, and know exactly what to do if they should suspect a scammer is targeting your organization. It's a good idea for just one person at your organization to be in charge of handling such a situation, and to be responsible for informing all staff of such an event.

If your organization receives an email from a company, INGO, foundation or the government saying it wants to give your organization money, do NOT reply, no matter how reputable the company name may be. Instead:

- Inform appropriate people within your organization of this potential scammer.
- Use www.google.com or official channels to find the location and phone number of the company's or office's headquarters.
- Do NOT use any phone numbers provided in the email!
- Call the number you found via Google or other official channels and ask to speak with the appropriate department or contact person. This may be the community affairs office, the public affairs office, etc.
- Tell the company or office's real representative about the email you have received, and ask if that office did, indeed, send such an email.
- If the office/company did NOT send the email (which is probable), forward the email to the office/company. You may also want to send it to your local law enforcement agency, with details about why it is suspicious. Then leave further investigation up to these entities.
- Do not reply to the email; never engage with a possible thief. Do not tell the scammer that you have forwarded the email, nor how you have investigated. If the scammer continues to write you, forward all of these to the real company or government office, and to law enforcement.
- Continually update all paid staff and volunteers of this situation, and re-affirm the proper procedure for fundraising for your organization.

Appendix 7 - Advantages and disadvantages of donor types

[based on a Civicus produced Toolkit, (World Alliance for Citizen Participation resource)

<http://www.civicus.org/toolkits/fundraising-and-financial-management>]

Type of donor	Advantages	Disadvantages
Government E.g. Ministry of Youth, Ministry of Education, Ministry of Health, Ministry of Environment	Often have a lot of money. May be useful on issues of policy, access If project fits government strategy, this increases possibility of meaningful impact.	Process of application is often bureaucratic and takes a long time. Payment is often delayed and there is very little flexibility. Application requirements can be complex.
International NGOs / UN Agencies E.g. European Commission, USAID, World Bank, UNICEF, UNFPA, UNDP etc	Often have a lot of money. Donor usually issues specific calls for proposals. Often work in collaboration with local government initiatives, which increases possibility of meaningful impact.	Process of application is often bureaucratic and takes a long time. Payment often includes match funding element which can be difficult for cash flow. There is also very little flexibility with budget. Application requirements can be complex.
Churches	Often share the development and ethical agenda of progressive civil society organisations. Usually have quite a lot of flexibility in what and how they fund.	Usually rely on own constituency to raise money and this means that funds may be limited and/or subject to fluctuations. Sometimes get allocations from governments and are subject to changes in government policy.
International Networks and Foundations E.g. African Women's Development Fund, Mama Cash, Rotary International, British Council, Macarthur Foundation etc	Have large sums of money to give. Staff are professional, understand the issues and civil society concerns. Clear guidelines on what is funded and the process for getting funding usually provided. Willing to share international experience.	Process for application can be lengthy. Requirements for applications can be complex. Priorities may change.
Small family foundations E.g. Kaiser Family Foundation, Friedman Family Foundation, Local YWCA	Often form close relationships and have a personal commitment to an organisation. More flexible on format and process. More flexible on what they fund.	Staff not always as professional as that of bigger foundations. May not have much money. Personal contacts very important (can also be an advantage).
Major corporate funding	Have large sums of money to give. Often have professional, accessible staff. Usually clear on what they want from the arrangement. Not a hidden agenda.	Change priorities quite often. Sometimes want direct representation on the board. Often very sensitive to anything that might alienate other stakeholders.
Small corporate funding	Informal approach. Interested in local projects. Personal connections very helpful. Agenda usually clear	Not that much money. Interests limited. If no personal connections, no funding!

Appendix 8 - Fundraising Activity Ideas

(Implementation of some of the identified fundraising activities)

Hunger dinner

The concept behind "hunger dinner" is that guests pay for the dinner, but none is served. The proceeds paid towards the dinner then used by the Association, ideally for a service project by Girl Guides and Girl Scouts with those in hunger.

How to pull the crowd to the event:

- Publicize the event using all media channels available to as many people as possible
- Identify corporate sponsors
- Identify and invite a well renowned Singer, comedian and/ or television multimedia Poet who will do a Talk Show free of charge as her/his contribution to the event
- Ensure that the event starts early: 7.00 pm – 8.30 pm to enable the invited guest to go home for their dinner

Pinnacle of Joy

(The concept is similar to a fundraising walk)

How to go about it

- Identify who will benefit from the event – the Association, or an external charity, or perhaps split between them
- Identify a hill or a well known mountain.
- Source for sponsors
- Organize an aggressive and well orchestrated publicity campaign
- Once the team of mountain climbers is put together identify a medical team to care for the climbers,
- Have a climbing instructor
- Organize for a briefing session for all the climbers before the climbing of the mountain, ahead of the event (health check, items to carry, etc).
- The first person/persons to reach the peak/summit will receive a trophy and certificate
- All climbers will be awarded a certificate of participation.

This has been done in East Africa, climbing Mt Kilimanjaro and Mt Kenya. A record of 100 climbers signed up for this event and a lot of money was raised with fun that went along with the event.

Talent Project-based on a Parable of talents

(This is suitable for sections of all ages)

How to go about it

Give each girl a small sum of money and challenge her to increase her "talents" by whatever percentage that she can. You may introduce competition into the patrol that the girl that raises the most money will receive a recognition award. Some of the activities could be: babysitting, baking, dog-walking, a raffle, hand made items, having a show in patrols.

International food Fair, for dishes from around the world

How to go about it

Involve parents and their friends, let them prepare dishes accordingly and bring for sale. The proceeds will be as follows; a minority percentage (e.g. 20%) is donated to the Association and the rest goes to the parents/friends for costs incurred. Remember prices must be kept reasonable. Entertainment could be provided during the food sale e.g. international dancing by the girls (Scottish, Irish, Spanish, Zulu, Greek!!).

Crafts could also be sold alongside the food from the respective countries, music display etc. Any Brownies who participate in any three of the activities could be awarded a "passport" and when they have done five activities, an International Knowledge Badge could be signed off. The girls are always eager to attend activities where they will earn interest badges.

Appendix 8 - Fundraising Activity Ideas (contd)

Entertainment organized by Girl Guides

How to go about it,

- Identity the entertainment,
- Assign duties to both young and senior Guides
- Establish the entry fees
- Proceeds go to the Association for a specified need

Cultural Evening

Identify the cultures for display and introduce entertainment with fees to be charged.

Selling branded merchandise

Clocks, watches, mugs, plates and drinking bottles, pens, caps, handkerchiefs, umbrellas, T-shirts, pencil cases, laptop bags, flower vases, etc. The WAGGGS World Bureau and some Associations have ready merchandise for sale all the time. The proceeds are well channelled to an activity.

Publications

Member Organizations to consider compiling profiles of their Girl Guides serving / or having served in various positions of influence, e.g. Members of Parliament, Chief Executives of Companies, Military, Traditional Positions etc...and have them published by selling advertising space in the publication. Special anniversaries of the association could call for printing a souvenir publication sold at a small fee, Silver, Diamond and Gold Jubilees of Guiding.

Tea Party

The Girl Guides to organize a Tea Party where they invite prominent Girl Guides from government, UN organs, Friends of the Region etc.

The proceeds from the tea then go towards a project of the Association

Golf tournaments (or similar outdoor activity) with Corporate Sponsorship

How it works

The Girl Guides management will identify the event.

Management will decide on how much money needs to be raised and involve a Fundraising committee.

Classify the sponsors into groups: Bronze, Silver and Gold, and each group with amount of money to donate.

Go out and find out the corporate associations that are aligned to your intended activity or have a mission which supports girls and young women in development.

Girl Guides will also be mobilized to have some activities alongside the identified event e.g. entertainment, sale of small souvenirs from the Girl Guides shop, etc

Immediately the event ends, the certificates will be ready and presented in a colourful event. Keep these sponsors informed of the progress of the activity for which the money was raised!

For most fundraising activities, it is well worth seeing if you can get support from local traders, companies, etc. Maybe the local newspaper will print some free publicity leaflets, shops might let you put up a notice in their window, a printing company might give you discount, a food store might let you have the ingredients at a reduced price for baking cakes to sell. Sometimes equipment will be lent at a lower cost if it is for a fundraising event. Many firms and shops will help if you tell them that you will make sure everyone knows they have helped.

Appendix 9 - Glossary

The Ask:	The way fundraisers sometimes refer to what you're asking donors to support
Beneficiary:	The person / community benefiting from the project outcome
Case for Support:	A statement explaining why a donor should support your organisation
Core Funds:	Money raised to cover running costs / main business of organisation
Donor:	Organisation that provides charities with support
Donor Mapping:	Tool to help you identify and prioritise donors
Fundraising/ Fund Development:	Raising financial support
Fundraising Committee:	Group of volunteers / possibly staff who organise fundraising activities
Fundraising Cycle:	Tool to help you plan, develop and monitor your fundraising activity
Fundraising Strategy:	Strategy / plan that is developed to roll out your fundraising activities in order to meet organisational needs
Global Girls Fund:	Centenary Appeal for the World Association of Girl Guides & Girl Scouts
INGO: International Non Governmental Organisation:	international non State organisation with charitable status operating in more than one country (for example: Save the Children)
Monitoring & Evaluation:	Monitor the progress and outcomes of the project and evaluate the overall impact
Mutual Aid:	Scheme which promotes international cooperation, friendship and understanding among Member Organisations of WAGGGS
NGO: Non Governmental Organisation:	term referring to non State organisations with charitable status
Project Plan:	Tool to help you plan your project
Restricted Funds:	These funds are subject to donor restrictions and can only be spent for the purposes for which they are given (as per contract)
STEEP:	Social, Technical, Economic, Environmental (tool appendix 1)
Strategic Partner/ Alliance:	Close, working relationship with an organisation who shares a similar purpose
SWOT:	Strengths, Weaknesses, Opportunities, Threats (tool appendix 1)
Unrestricted Funds:	Funds received from a donor that can be used as and how the organisation sees fit