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**Organizational Capacity Index**

**General Information**

Organization’s Name:

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|  |

Date:

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Names and roles of **at least three** individuals completing the OCI, **including the executive director or president**:

|  |  |
| --- | --- |
| 1 |  |
| 2 |  |
| 3 |  |

Any additional individuals completing the OCI and their roles:

|  |
| --- |
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**Purpose**

The Organizational Capacity Index (OCI) is a self-assessment tool developed by the Global Fund for Children (GFC) in order to help you better understand your strengths and weaknesses as an organization and identify areas for improvement. **Your score does not influence decisions related to the status or amount of your funding from GFC.**

**Usage**

Based on the information provided in your OCI, you will be able to pinpoint the areas that require your leadership’s attention and develop an overall plan to address these issues. Your Program Officer is here to help you and can suggest resources and strategies to assist in developing your capacity. Your Program Officer will track your OCI progress throughout your relationship with GFC and encourages you to do the same in order to aid you in revising your organizational development plans. Ultimately, GFC seeks to empower you to improve your organizational capacity in order to offer the best-quality services to as many children as possible.

**Layout**

The OCI is divided into eight sections:

1. Planning
2. Fundraising
3. Financial Management
4. Governance
5. Human Resource Development
6. Monitoring, Learning, and Evaluation
7. Community and External Relations
8. Information Technology (IT)

Within each section, you will find several subsections focusing on a different aspect. Each of these subsections includes five mutually exclusive statements associated with a particular capacity level and score, which build upon each other in a logical progression. These capacity levels are labeled: ***Nascent***, ***Emerging***, ***Developing***, ***Strengthening***, and ***Thriving***.

**Instructions**

For each subsection, please select the **one** statement that best characterizes your organization and write the corresponding number in the box labeled “Score.” When you have done this for every subsection within a section, please add your scores together and write that number in the box labeled “Cumulative score.” At the bottom, find the bubbles labeled with capacity levels and fill in the one under which your cumulative score falls. Finally, provide an explanation for why your organization falls under that particular capacity level in the box at the bottom.

You should complete the OCI in a team in order to generate conversation over your current capacity and how you can improve. At the very least, this team should include the executive director/president/individual overseeing day-to-day operations as well as two staff members from different departments. When possible, GFC encourages you to incorporate board members, volunteers, and any other individuals who may offer additional insights into your operations.

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| **Section 1: Planning** |

**Staff Alignment**

|  |  |
| --- | --- |
| ***Nascent:*** We have never spelled out our organization’s mission and vision | 1 |
| ***Emerging:*** Only one or two staff members can articulate the organization’s mission and vision | 2 |
| ***Developing:*** Around half of our staff members can articulate the organization’s mission and vision | 3 |
| ***Strengthening:*** The majority of staff members can articulate the organization’s mission and vision | 4 |
| ***Thriving:*** Both our staff and our board can articulate the organization’s mission and vision | 5 |

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| **Score:** |

**Strategy**

|  |  |
| --- | --- |
| ***Nascent:*** We do not have written work plans; we focus primarily on short-term planning and activities | 1 |
| ***Emerging:*** We have written work plans mostly focused on the next six months to a year | 2 |
| ***Developing:*** We have an annual operating plan outlining program implementation and resource mobilization | 3 |
| ***Strengthening:*** We have a two to three year strategic plan which outlines strategies for building capacity and sustainability as well as the elements mentioned above | 4 |
| ***Thriving:*** We are in the process of implementing at least our second strategic plan that includes the elements mentioned above, and in which we revisit our mission and vision | 5 |

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| **Score:** |

**Monitoring**

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| --- | --- |
| ***Nascent:*** We do not monitor progress on our written work plans | 1 |
| ***Emerging:*** We monitor progress on our written work plans only when we have problems | 2 |
| ***Developing:*** We regularly monitor progress on our written work plans and update them accordingly | 3 |
| ***Strengthening:*** We have a strategic plan which is connected to our written work plans | 4 |
| ***Thriving:*** Our work plans reflect our strategic plan and are regularly updated with the input of program staff | 5 |

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| **Score:** |

**Budget**

|  |  |
| --- | --- |
| ***Nascent:*** We do not know where our program funding will come from for the next six months | 1 |
| ***Emerging:*** We know or have a good idea of where our program funding will come from for the next six months | 2 |
| ***Developing:*** We know or have a good idea of where our program funding will come from for the next year | 3 |
| ***Strengthening:*** We know or have a good idea of where our program funding will come from for the next two or more years | 4 |
| ***Thriving:*** We know or have a good idea of where our program funding will come from for the next two or more years and our budget projections have been accurate for at least the past two years | 5 |

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| **Score:** |

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| **Cumulative score:** |

Please fill in the bubble below that corresponds to your organization’s **cumulative score** for this section.

**Nascent (4-6) Emerging (7-10) Developing (11-14) Strengthening (15-18) Thriving (19-20)**

***Explanation:***

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| --- |
| **Section 2: Fundraising** |

**Grants**

|  |  |
| --- | --- |
| ***Nascent:*** Our only grant comes from GFC | 1 |
| ***Emerging:*** We have at least one grant besides GFC’s, but the majority are small (under 25,000 USD) | 2 |
| ***Developing:*** We have at least two grants besides GFC’s, and at least one is mid-sized (25,000-75,000 USD) | 3 |
| ***Strengthening:*** The majority of our grants are at least mid-sized, and we have at least one large grant (75,000-100,000 USD) | 4 |
| ***Thriving:*** The majority of our grants are either mid-sized or large, and we have at least one very large grant (over 100,000 USD) | 5 |

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| **Score:** |

**Donors**

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| --- | --- |
| ***Nascent:*** We are mostly dependent on one major funding source (e.g. individuals, companies, foundations, local governments) | 1 |
| ***Emerging:*** We have more than one major funding source, but the majority are single-year or one-time donations | 2 |
| ***Developing:*** We have several major funding sources, at least two of which are multi-year donations | 3 |
| ***Strengthening:*** We have several major funding sources, the majority of which are multi-year donations | 4 |
| ***Thriving:*** We have several multi-year donors and we have well-established connections within the donor community at the local, national, and international levels | 5 |

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| **Score:** |

**Diversification**

|  |  |
| --- | --- |
| ***Nascent:*** Our organization largely relies on in-kind resources (e.g. volunteer time or donated space and materials) | 1 |
| ***Emerging:*** The majority of our funding is restricted to one or more specific projects rather than general purposes | 2 |
| ***Developing:*** We receive approximately as much funding for general operations as we do for specific projects | 3 |
| ***Strengthening:*** The majority of our revenue is not restricted to specific projects and we are beginning to diversify our sources of income (e.g. income-generating activities, property, endowments) | 4 |
| ***Thriving:*** Our sources of revenue are diversified and composed of long-term grants, income-generating activities, property, endowments, etc. | 5 |

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| **Score:** |

**Planning**

|  |  |
| --- | --- |
| ***Nascent:*** We do not have a fundraising plan | 1 |
| ***Emerging:*** We are in the process of developing a comprehensible fundraising plan | 2 |
| ***Developing:*** We have a comprehensible fundraising plan, however we have not yet implemented it | 3 |
| ***Strengthening:*** We have a fundraising plan with demonstrated success in attracting new and diverse donors | 4 |
| ***Thriving:*** We have a fundraising plan which has been successfully implemented and reviewed, and we have updated this plan at least once | 5 |

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| **Score:** |

|  |
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| **Cumulative score:** |

Please fill in the bubble below that corresponds to your organization’s **cumulative score** for this section.

**Nascent (4-6) Emerging (7-10) Developing (11-14) Strengthening (15-18) Thriving (19-20)**

***Explanation:***

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| --- |
| **Section 3: Financial Management** |

**Projections**

|  |  |
| --- | --- |
| ***Nascent:*** We do not make annual budget projections | 1 |
| ***Emerging:*** We make annual budget projections, however these projections usually require revision | 2 |
| ***Developing:*** We make annual budget projections which generally reflect our actual income and expenditures | 3 |
| ***Strengthening:*** We make budget projections for the next two to three years which generally reflect our actual income and expenses | 4 |
| ***Thriving:*** We make budget projections for the next four or more years which generally reflect our actual income and expenses | 5 |

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| **Score:** |

**Accounting**

|  |  |
| --- | --- |
| ***Nascent:*** We have one or two individuals who handle our finances | 1 |
| ***Emerging:*** We have three or more individuals who handle our finances | 2 |
| ***Developing:*** We have an account officer or consultant whom we employ when we have the available funds | 3 |
| ***Strengthening:*** We have an account officer or consultant who works with us on a biannual or annual basis | 4 |
| ***Thriving:*** We have an account officer or consultant who works with us regularly, at least quarterly | 5 |

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| **Score:** |

**Expenditures**

|  |  |
| --- | --- |
| ***Nascent:*** We do not keep records of our expenditures | 1 |
| ***Emerging:*** We keep records of our expenditures, but we do not report on these expenditures | 2 |
| ***Developing:*** We report on our expenditures, but these reports are not reviewed by our governing group or senior staff | 3 |
| ***Strengthening:*** We report on our expenditures, and these reports are reviewed by our governing group or senior staff when problems arise | 4 |
| ***Thriving:*** We report on our expenditures, and these reports are reviewed by our governing group or senior staff at least annually on a regular basis | 5 |

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| **Score:** |

**Audits**

|  |  |
| --- | --- |
| ***Nascent:*** We have never been audited | 1 |
| ***Emerging:*** We have been audited at least once by an individual with some accounting experience | 2 |
| ***Developing:*** We have been audited once by an individual with a professional accounting background | 3 |
| ***Strengthening:*** We have been audited two or more times by an individual with a professional accounting background | 4 |
| ***Thriving:*** We have been audited two or more times by at least two different individuals with professional accounting backgrounds | 5 |

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| **Score:** |

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| --- |
| **Cumulative score:** |

Please fill in the bubble below that corresponds to your organization’s **cumulative score** for this section.

**Nascent (4-6) Emerging (7-10) Developing (11-14) Strengthening (15-18) Thriving (19-20)**

***Explanation:***

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| **Section 4: Governance** |

**Governance and Decision Making**

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| --- | --- |
| ***Nascent:*** We do not have a governing group which makes decisions regarding finances, strategy, and direction | 1 |
| ***Emerging:*** We have a governing group that meets only when problems arise or major decisions must be made | 2 |
| ***Developing:*** We have a governing group that meets regularly to make decisions for our organization | 3 |
| ***Strengthening:*** We have a governing group that meets regularly and takes formal notes on its decisions | 4 |
| ***Thriving:*** The results of our governing group meetings are made known to relevant stakeholders | 5 |

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| **Score:** |

**Diversity Representation**

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| --- | --- |
| ***Nascent:*** Our organization’s founder makes all decisions regarding finances, strategy, and direction | 1 |
| ***Emerging:*** The majority of our governing group comes from the founder’s personal network or circle of friends | 2 |
| ***Developing:*** We are actively engaged in diversifying our governing group and attracting members from outside personal networks | 3 |
| ***Strengthening:*** We have a fairly diversified governing group, with around half of these members from outside personal networks | 4 |
| ***Thriving:*** We have a very diverse governing group: members represent a variety of professional sectors and the community served, and they bring a wide range of relevant and useful skill sets and assets | 5 |

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| **Score:** |

**Terms and Length of Service**

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| --- | --- |
| ***Nascent:*** We have no policies regarding the terms of governing group members | 1 |
| ***Emerging:*** We are in the process of delineating terms and processes for our organization’s governing group | 2 |
| ***Developing:*** We have clearly defined and formalized terms of service for our governing group | 3 |
| ***Strengthening:*** Around half of the governing group has been replaced after completing terms of service | 4 |
| ***Thriving:*** The majority of the governing group has been replaced after completing terms of service | 5 |

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| **Score:** |

**Outreach and Fundraising**

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| --- | --- |
| ***Nascent:*** Our governing group is not actively involved in outreach or fundraising for the organization | 1 |
| ***Emerging:*** Some members are becoming more active in fundraising with promotion and outreach for the organization | 2 |
| ***Developing:*** All members of our governance group are beginning to help with fundraising and outreach efforts | 3 |
| ***Strengthening:*** All members of our governance group have been supporting fundraising and outreach efforts at least two or three times per year | 4 |
| ***Thriving:*** All members of our governance group are regularly active with outreach efforts and fundraising, and most are strong ambassadors for the organization with donors, the public, and partners | 5 |

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| **Score:** |

|  |
| --- |
| **Cumulative score:** |

Please fill in the bubble below that corresponds to your organization’s **cumulative score** for this section.

**Nascent (4-6) Emerging (7-10) Developing (11-14) Strengthening (15-18) Thriving (19-20)**

***Explanation:***

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| --- |
| **Section 5: Human Resources Development** |

**Compensation**

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| --- | --- |
| ***Nascent:*** Our staff members are unpaid or receive small stipends | 1 |
| ***Emerging:*** We have a few paid staff members, but the majority are unpaid or receive small stipends | 2 |
| ***Developing:*** The majority of our staff members are paid, but some may be unpaid or receive small stipends | 3 |
| ***Strengthening:*** Our staff members receive fair and competitive salaries | 4 |
| ***Thriving:*** We offer paid internship and/or fellowship opportunities to young individuals | 5 |

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| **Score:** |

**Specialization**

|  |  |
| --- | --- |
| ***Nascent:*** There is very little or no division of responsibilities among staff members | 1 |
| ***Emerging:*** There is some division of responsibilities amongst staff members, but everyone does a little bit of everything | 2 |
| ***Developing:*** We recruit at least several staff members specializing in one functional area (e.g. programming, fundraising, IT) | 3 |
| ***Strengthening:*** The majority of our staff members specialize in one functional area | 4 |
| ***Thriving:*** Our staff members are considered experts in their areas of specialization | 5 |

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| --- |
| **Score:** |

**Regulations**

|  |  |
| --- | --- |
| ***Nascent:*** We have no formal policies related to human resources (e.g. sick leave, holidays, disability, sexual harassment) | 1 |
| ***Emerging:*** We offer our staff some basic benefits (e.g. holidays, sick leave, maternity) which are a part of our staff members’ contracts | 2 |
| ***Developing:*** We are familiar with legal regulations and policies related to human resources in our region and/or country and we take steps to comply | 3 |
| ***Strengthening:*** We have our own policies related to human resources which go beyond the minimum standards of the country or region in which we operate | 4 |
| ***Thriving:*** Our human resources policies are among the best in the region | 5 |

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| **Score:** |

**Staff Development**

|  |  |
| --- | --- |
| ***Nascent:*** Our staff members receive very few opportunities to improve their skills | 1 |
| ***Emerging:*** We hold occasional, informal training sessions for our staff members | 2 |
| ***Developing:*** We hold regular, formalized, internal training sessions to help our staff members improve their skills | 3 |
| ***Strengthening:*** We provide opportunities for our high-level staff members to participate in trainings and exchanges with others outside our organization in order to improve their skills | 4 |
| ***Thriving:*** We provide opportunities for all our staff, including young employees, to participate in trainings and exchanges with others outside our organization in order to improve their skills | 5 |

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| **Score:** |

|  |
| --- |
| **Cumulative score:** |

Please fill in the bubble below that corresponds to your organization’s **cumulative score** for this section.

**Nascent (4-6) Emerging (7-10) Developing (11-14) Strengthening (15-18) Thriving (19-20)**

***Explanation:***

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| --- |
| **Section 6: Monitoring, Learning, and Evaluation** |

**General**

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| --- | --- |
| ***Nascent:*** We have informal processes to monitor how many children we serve | 1 |
| ***Emerging:*** We keep formal records to monitor how many children we serve | 2 |
| ***Developing:*** We keep formal records to monitor our programs, both in terms of how many children we serve and changes in behavior, skills, attitudes, or the condition of life | 3 |
| ***Strengthening:*** We regularly analyze and report on the results of our services for children | 4 |
| ***Thriving:*** We disaggregate the data which we collect in our reports along the lines of gender, age, disability, etc. | 5 |

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| --- |
| **Score:** |

**Training**

|  |  |
| --- | --- |
| ***Nascent:*** Most of our staff members have little to no training in collecting or organizing data | 1 |
| ***Emerging:*** Most of our staff members have some training in collecting and organizing data | 2 |
| ***Developing:*** Most of our staff members have been trained in collecting, organizing, and analyzing data | 3 |
| ***Strengthening:*** Most of our staff members have been trained in collecting, organizing, and analyzing data and have at least three years of experience working in this capacity | 4 |
| ***Thriving:*** Our organization hosts at least one staff member who is considered an expert in collecting, organizing, and analyzing data in addition to most of our staff members having worked in this capacity for at least three years | 5 |

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| **Score:** |

**Learning**

|  |  |
| --- | --- |
| ***Nascent:*** We do not discuss the data that we collect | 1 |
| ***Emerging:*** We have informal conversations in which we try to learn from our data, but these are undocumented | 2 |
| ***Developing:*** We formally document our analysis of the data that we collect | 3 |
| ***Strengthening:*** We incorporate our formally documented data analysis into the revision of our work | 4 |
| ***Thriving:*** We share our lessons learned with other organizations | 5 |

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| **Score:** |

**Child Participation**

|  |  |
| --- | --- |
| ***Nascent:*** We do not involve our program participants in the collection or analysis of our data | 1 |
| ***Emerging:*** We listen to the experiences of our program participants, and sometimes highlight these in our reports | 2 |
| ***Developing:*** We consider our program participants’ responses as valuable data that informs our operations | 3 |
| ***Strengthening:*** We appropriately train and utilize program participants in the collection of data | 4 |
| ***Thriving:*** We utilize the responses obtained by program participants to inform our operations | 5 |

|  |
| --- |
| **Score:** |

|  |
| --- |
| **Cumulative score:** |

Please fill in the bubble below that corresponds to your organization’s **cumulative score** for this section.

**Nascent (4-6) Emerging (7-10) Developing (11-14) Strengthening (15-18) Thriving (19-20)**

***Explanation:***

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| --- |
| **Section 7: Community and External Relations** |

**Visibility**

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| --- | --- |
| ***Nascent:*** We are not well-known beyond the populations we serve | 1 |
| ***Emerging:*** The local community is involved with our work and views our organization as a valuable resource | 2 |
| ***Developing:*** Other organizations beyond our immediate community view us as credible and support our work | 3 |
| ***Strengthening:*** Regional government and/or large civil society organizations recognize and support our work | 4 |
| ***Thriving:*** National government and/or international civil society organizations recognize and support our work | 5 |

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| --- |
| **Score:** |

**Collaboration**

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| --- | --- |
| ***Nascent:*** We rarely participate in networks or collaborate with other organizations | 1 |
| ***Emerging:*** We collaborate with other organizations in our community | 2 |
| ***Developing:*** We participate in at least one large formal network focused on children’s wellbeing | 3 |
| ***Strengthening:*** Our staff members receive regular invitations to share our work at conferences, workshops, etc. | 4 |
| ***Thriving:*** We hold leadership roles in networks focused on children’s wellbeing | 5 |

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| --- |
| **Score:** |

**Media Exposure**

|  |  |
| --- | --- |
| ***Nascent:*** Our organization has had little or no exposure in the media | 1 |
| ***Emerging:*** Local media and news organizations have written stories about our work | 2 |
| ***Developing:*** Local media report on our work regularly and/or we have received local awards and recognition | 3 |
| ***Strengthening:*** Our organization has received reputable/major awards or recognition at the national level | 4 |
| ***Thriving:*** Our organization has received international awards, recognition, or media coverage | 5 |

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| **Score:** |

**Child Participation**

|  |  |
| --- | --- |
| ***Nascent:*** We don’t engage in any sort of advocacy aimed at policy change | 1 |
| ***Emerging:*** We engage in advocacy aimed at policy change at the local level | 2 |
| ***Developing:*** We engage in advocacy and have successfully effected policy change at the local level | 3 |
| ***Strengthening:*** We engage in advocacy aimed at policy change at the national level | 4 |
| ***Thriving:*** We engage in advocacy and have successfully effected policy change at the national level | 5 |

|  |
| --- |
| **Score:** |

|  |
| --- |
| **Cumulative score:** |

Please fill in the bubble below that corresponds to your organization’s **cumulative score** for this section.

**Nascent (4-6) Emerging (7-10) Developing (11-14) Strengthening (15-18) Thriving (19-20)**

***Explanation:***

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| --- |
| **Section 8: Information Technology (IT)** |

**Hardware**

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| --- | --- |
| ***Nascent:*** We have only one computer which is shared by staff and is secondhand or more than 5 years old | 1 |
| ***Emerging:*** We have multiple computers, but the majority of them are secondhand or more than 5 years old | 2 |
| ***Developing:*** We have multiple computers and the majority of them are less than 5 years old | 3 |
| ***Strengthening:*** We have multiple computers and the majority of them are less than 3 years old | 4 |
| ***Thriving:*** We have enough computers for all staff members and the majority of them are less than 3 years old | 5 |

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| **Score:** |

**Software**

|  |  |
| --- | --- |
| ***Nascent:*** We use computers primarily for word processing | 1 |
| ***Emerging:*** We use computers primarily for word processing and basic accounting | 2 |
| ***Developing:*** We use computers for advanced accounting and database functions | 3 |
| ***Strengthening:*** We use customized software for accounting, database, and/or fundraising functions | 4 |
| ***Thriving:*** We use our customized software to organize and analyze our data and report our findings | 5 |

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| --- |
| **Score:** |

**Web Presence**

|  |  |
| --- | --- |
| ***Nascent:*** Our organization does not have a social media (e.g. Facebook, Twitter) presence or website | 1 |
| ***Emerging:*** Our organization has a social media presence, but does not have a website | 2 |
| ***Developing:*** Our organization has a social media presence and a website hosted by a third-party domain | 3 |
| ***Strengthening:*** Our organization has an active blog in addition to a social media presence and website | 4 |
| ***Thriving:*** Our organization has a website and we own the domain name in addition to having a social media presence and active blog | 5 |

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| **Score:** |

**Internet**

|  |  |
| --- | --- |
| ***Nascent:*** We do not have internet access in our office; we rely on outside sources such as internet cafes | 1 |
| ***Emerging:*** We have internet access in our office, but it is not permanent or reliable | 2 |
| ***Developing:*** We have regular, reliable internet connectivity that is accessible on multiple computers in our office | 3 |
| ***Strengthening:*** We have regular and fast internet connectivity, using high-speed or Wi-Fi | 4 |
| ***Thriving:*** We have a network/server for our office | 5 |

|  |
| --- |
| **Score:** |

|  |
| --- |
| **Cumulative score:** |

Please fill in the bubble below that corresponds to your organization’s **cumulative score** for this section.

**Nascent (4-6) Emerging (7-10) Developing (11-14) Strengthening (15-18) Thriving (19-20)**

***Explanation:***

**Summary**

Now that you have finished determining your capacity levels for each of the OCI’s eight sections, please circle the corresponding letter in the box below labeled “Capacity Level Summary.”

In the box labeled “Moving Forward,” please provide details on what steps you can take to improve. Provide details on what steps you can take to sustain or improve your current capacity. Based on the summary of your current capacity, what areas and category do you want to target for improvement next year. GFC does not expect improvement in every capacity area each year; however, we hope this tool will encourage you to consider which areas you can emphasize in your organizational development.

**Capacity Level Summary Moving Forward**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Section** | **Current Capacity Level** | | | | |
| Planning | **N** | **E** | **D** | **S** | **T** |
| Fundraising | **N** | **E** | **D** | **S** | **T** |
| Financial Management | **N** | **E** | **D** | **S** | **T** |
| Governance | **N** | **E** | **D** | **S** | **T** |
| Human Resources Development | **N** | **E** | **D** | **S** | **T** |
| Monitoring, Learning, and Evaluation (ML&E) | **N** | **E** | **D** | **S** | **T** |
| Community and External Relations | **N** | **E** | **D** | **S** | **T** |
| Information Technology (IT) | **N** | **E** | **D** | **S** | **T** |

N=Nascent; E=Emerging; D=Developing; S=Strengthening; T=Thriving

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