



**Network of International Development  
Organisations in Scotland**

**Business Plan  
2008 – 2011  
Updated March 09**

**Company No. SC307352  
Scottish Charity No. SC035314**

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## **1.0 Executive Summary**

NIDOS is a network of organisations in Scotland involved in international development. NIDOS aims to improve the effectiveness of Scotland's international development sector by facilitating and promoting the sharing of experience, ideas and information on international development policy and practice.

During the next 2 years NIDOS will work towards its overarching aim of improving the effectiveness of Scotland's international development sector by delivering the following outcomes:

- Build the strength and capacity of international development organisations in Scotland
- Strengthen networking and communication among international development organisations in Scotland
- Improve understanding of Scotland's international development sector among key stakeholders
- Strengthen the organisational capacity of NIDOS to deliver its outcomes

In order to achieve its aim and outcomes, NIDOS will focus on the following key work areas:

- Developing and promoting a shared understanding of best practice amongst member organisations
- Delivering a capacity building programme including workshops, funding surgeries and peer support
- Collating and disseminating relevant, up-to-date information to members and key stakeholders
- Providing support and development for NIDOS Members' Groups
- Diversifying networking opportunities for members
- Increasing and facilitating web-based communication between members
- Strengthening of NIDOS' own governance and planning structures

This document presents NIDOS' operational and financial plans for the period 2008 – 2011, including initial proposals for the long-term maintenance of the current levels of income, service, staffing and resources.

## 2.0 Overview of NIDOS

NIDOS is a network of organisations in Scotland involved in international development. NIDOS aims to improve the effectiveness of Scotland's international development sector by facilitating and promoting the sharing of experience, ideas and information on international development policy and practice. Our charitable purposes are:

- To improve communication among international development organisations in Scotland
- To improve understanding of Scotland's international development sector
- To build the strength and capacity of international development organisations in Scotland
- To increase opportunities for advocating on international development issues with decision makers in Scotland, the UK and beyond

### 2.1 History

Formed in 2000, NIDOS was born out of initial discussions between 8 international development organisations with a base in Scotland. These organisations identified a need to develop and represent Scottish voluntary organisations' perspectives on international development, partly in response to increased activity within the Scottish Parliament on international development, but also in recognition of Scotland's separate identity and relative physical isolation from the bulk of the UK's sector, which is predominantly based in London and the South East.

Although initially operated on a voluntary basis by member organisations and with support from the Scottish Council for Voluntary Organisations, NIDOS soon secured a grant from the Lloyds TSB Foundation for Scotland, enabling the appointment in October 2001 of a Coordinator, NIDOS' first paid member of staff. Early activities included a consultation response to DfID's White Paper on Globalisation, advocacy meetings with relevant Westminster MPs, and the formation of NIDOS' first members' Group, which focussed on Emergency Response.

During 2003 and 2004 additional staff time and administrative assistance was provided through a number of secondees from the Scottish Executive, enabling the development of a NIDOS website and the production of a number of research documents. 2003 also saw the delivery of NIDOS' first workshops, which provided a platform for member organisations to learn from each other on key areas including *Working with Politicians*, *Trade & Debt* and *Sub-Saharan Africa*.

In 2005 NIDOS played a central role in the initiation of MakePovertyHistory's Scottish Coalition Group, and facilitated the subsequent organisation and promotion of MakePovertyHistory events in Scotland.

NIDOS also received a significant increase in financial support in 2005 through the Scottish Executive's new International Development Fund. The 3-year Scottish Executive grant enabled NIDOS to expand its staffing complement and greatly increase its services to members. Key achievements during the period included the formation of 3 new members' Groups, delivery of an increased programme of workshops, and the introduction of direct one-to-one capacity building support for member organisations.

### 2.2 Membership

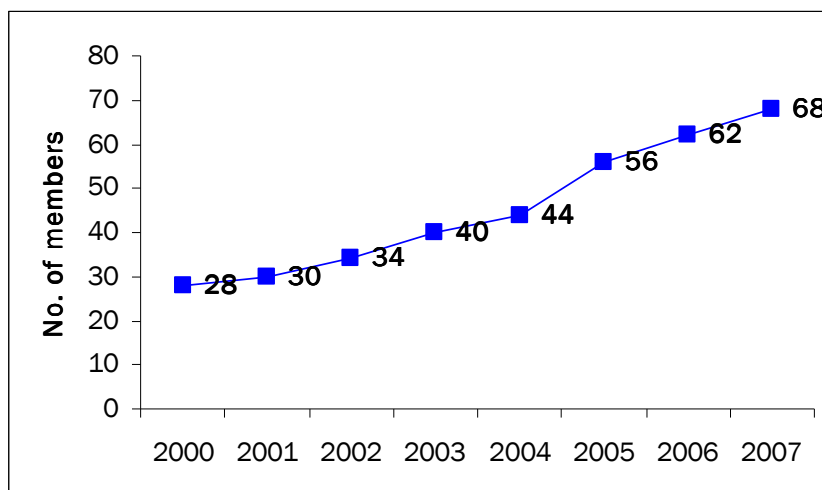
Full Membership of NIDOS is open to any voluntary organisation with a base in Scotland whose only or primary objective is international development, and whose objects are compatible with NIDOS' charitable purposes. Annual subscription fees are charged to member organisations, with the rate being determined by an organisation's size (small, medium or large), where size is calculated against an organisation's annual income.

Associate Membership is available for voluntary organisations whose primary objective is not international development, or for non-voluntary organisations (including consultancies and academic departments) that are involved in international development and support NIDOS' charitable purposes. Associate Members are not entitled to vote at General Meetings of the organisation.

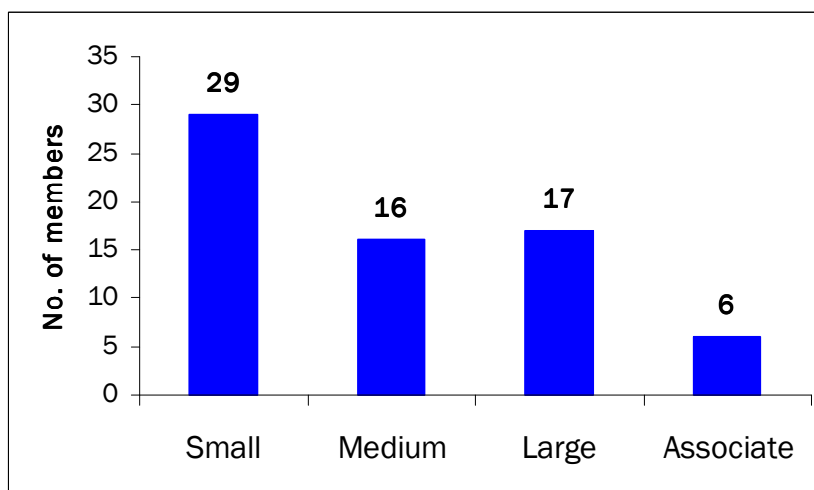
Subscription fees for the year 2008/09 are as follows:

Category	Total income	Annual fee
Full membership – Small organisation	< £100,000	£50
Full membership – Medium organisation	£100,000 – £1,000,000	£125
Full membership – Large organisation	> £1,000,000	£210
Associate membership – Not-for-profit body	-	£125
Associate membership – Profit-making body	-	£210

At the time of writing, NIDOS' membership is a relatively even split between small, medium and large organisations, with a handful associate not-for-profit members. Please see appendix A1 for a list of the current member organisations.



**Growth in NIDOS Membership 2000 - 2007**



**NIDOS Membership by category**

### 2.3 Governance

NIDOS is a Company Limited by Guarantee with Charitable Status. We are registered with Companies House (SC307352) and the Office of the Scottish Charity Regulator (SC035314). Our financial accounts are independently examined on an annual basis, with a financial year end of 31 March.

NIDOS is governed by a Board of up to 6 elected Trustees, who also serve as Directors of the Company. At least one-third of trustees are elected at each AGM by member organisations, with each full member organisation receiving 1 vote each (associate member organisations are not entitled to vote). A Trustee may only serve on the Board for 2 consecutive years, although may stand for re-election after 1 year out

of office. A further 3 Trustees can be co-opted by the elected Board. Office bearers are the Chair, Vice Chair, Treasurer and Company Secretary.

## 2.4 Staffing

NIDOS employs 2 staff:

- **Coordinator (5 days/wk)** – has overall responsibility for delivering NIDOS’ programme of work, including the development of capacity building services, coordination of network events, consultation responses, developing relationships with key partner organisations, and the development of member interest groups.
- **Support Officer (4 days/wk)** – responsible for developing and maintaining office administration and financial systems, administering the NIDOS workshop programme, and responding to general enquiries from members, other organisations and the public.

The Coordinator is line-managed by the Chair of the Board, and the Support Officer is line-managed by the Coordinator.

## 2.5 Core services

Since its formation NIDOS has worked towards achieving its aims and charitable purposes by providing the following services for its members, other organisations and the general public:

- **Workshops**  
From 2003-2006, NIDOS delivered 32 workshops for member organisations on a variety of themes including *Fundraising, Media, Emergency Response* and *Risk Management for International Volunteering*. These workshops are often led by member organisations, drawing on direct experience within Scotland’s international development sector.
- **Members’ Groups**  
NIDOS develops and facilitates member organisations’ efforts to work together on issues, sectors or geographical regions of common interest. The objectives of members’ groups vary greatly, but outcomes have included research documents, policy responses and the development of tailored training sessions.
- **Information services**  
NIDOS circulates a monthly newsletter that serves as a digest of news, funding opportunities, vacancies and events of relevance to the Scottish sector. The newsletter is complemented by a moderated email list that any individual member can use to distribute information to the wider membership.
- **Funding and strategic advice**  
NIDOS offers member organisations free access to a range of online and hard-copy funding directories, and provides a limited amount of one-to-one capacity building support.
- **Consultation responses**  
To ensure that a Scottish perspective is always represented within local, national and international policy developments, NIDOS coordinates sector-wide consultation responses. NIDOS have previously led consultation responses on DFID’s Governance and Transparency Fund, the Africa Commission and on funding priorities for relevant grants programmes within both the Lloyds TSB Foundation for Scotland and the Scottish Government.
- **Member directory**  
NIDOS maintains a searchable web-based database of member organisations, containing information on members’ work, countries of operation, funding bases and contact details.
- **Advocacy meetings**  
NIDOS regularly offers member organisations the opportunity of face-to-face discussions with high profile politicians, including the UK Government’s Secretary of State for International Development and Scotland’s First Minister.
- **Enquiries**  
NIDOS deals with general enquiries from member organisations, the media, key institutions and the general public on a day-to-day basis. While many enquiries can be dealt with in-house, the service also affords NIDOS the opportunity to signpost specific enquiries towards individual member organisations, thereby increasing the exposure and knowledge of our membership.

## 2.6 SWOT analysis

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Diverse membership with broad skill base and wide range of experience to draw on</li> <li>• Relatively small membership makes it easier for staff to keep up to speed with each members' activities</li> <li>• Relatively small membership eases development of close-knit groupings and communities</li> <li>• Small organisations in particular receive opportunities that they would not otherwise have</li> <li>• High calibre, committed staff</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Reliance on grant funding – income from member fees and services are insufficient to cover core costs</li> <li>• Ineligible for many international development funds as NIDOS operates entirely within Scotland</li> <li>• Limited public awareness of NIDOS</li> <li>• No stable home for the organisation</li> <li>• Not capturing all learning / not learning enough from experiences</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Increased Scottish political and public involvement within international development since MakePovertyHistory campaign in 2005</li> <li>• Can access non international development funding due to domestic / regional capacity building role</li> <li>• Development of existing and new services to keep up with the needs of a growing and changing group of members</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Current staffing and operational level is effectively reliant on a single source of funds</li> <li>• Lack of long term funding may lead to staff insecurity</li> <li>• The risk of not including all members / keeping the work relevant to members</li> <li>• Number of people to train within membership getting smaller as training programme progresses</li> </ul>

## 3.0 Operational plan

The following chapter defines NIDOS' operational objectives for the period April 2008 to March 2011, and outlines the services and structures that will be developed to achieve these objectives. In order to define what our objectives should be, we first need to identify the needs of our member organisations and of the wider sector, looking in particular at what is required to achieve NIDOS' primary aim – to improve the effectiveness of Scotland's international development sector.

### 3.1 Needs analysis

#### Member capacity

NIDOS is the main provider of capacity building services to the Scottish international NGO community. Our individual members have their own practical needs, and members often suggest capacity building activities and services that NIDOS could develop. A member consultation undertaken by NIDOS staff in May 2006 revealed the following key capacity building needs amongst member organisations:

- Fundraising support – training, research, detailed info and support on specific funders (e.g. EU, DFID), direct one-to-one advice
- Charity management – implications of OSCAR, strategic planning, financial accounting
- Developing project proposals – consultation, budgets, effective presentations to funders, direct one-to-one advice
- Increased opportunities for networking and sharing / comparing work with peers – this need was identified most frequently amongst smaller member organisations

A more recent (August 2007) informal consultation revealed that a key concern amongst NIDOS member organisations was the need to drive up professional standards in the sector, and to promote recognised models of good practice within development.

#### Network strengthening

In early 2007, NIDOS contracted an external evaluation team to undertake a *Social Capital Profile* of the whole network – an exploration of the links and strengths of relationships between NIDOS member organisations. While the study revealed that NIDOS functioned as an effective connector within the Scottish sector, and that the network was generally good at building links between members, the following recommendations were made to further strengthen relationships in and outside the network:

- Strengthen communication and sharing between members through improved IT resources
- Increase amount of member group activity
- Increase members' access to strategic stakeholders and decision-makers within the wider sector
- Improve member understanding of, and involvement in, NIDOS decision-making processes

#### Political engagement

One of NIDOS' original functions was to develop and represent Scottish voluntary organisations' perspectives on international development. The Scottish Executive's involvement within international development has grown considerably since NIDOS' inception in 2000, marked in particular by the introduction of an International Development policy, an International Development Fund and a Scotland-Malawi Cooperation Agreement. Following the 2007 Holyrood elections and the formation of a new Scottish Government, it is clear that the new administration remains committed to the International Development policy. Early signs also indicate that the policy will be subjected to a significantly increased degree of scrutiny through the Parliament's European & External Relations Committee. As a result, there is now an even greater need for a body such as NIDOS to collate and represent the views of the Scottish sector to Scottish political institutions, and to work with these political institutions to ensure that the most effective policies are implemented.

NIDOS' business objectives and profile of services for 2008-11 have been developed in direct response to the needs identified within the membership, and within Scotland's wider international development sector.

### **3.2 Aim, outcomes and business objectives**

We have identified three operational outcomes that address the needs identified above and are central to achieving our charitable purposes and overarching aim of improving the effectiveness of Scotland's international development sector:

1. Build the strength and capacity of international development organisations in Scotland
2. Strengthen networking and communication among international development organisations in Scotland
3. Improve understanding of Scotland's international development sector among key stakeholders

A fourth outcome is necessary to ensure that we are able to achieve the other outcomes, and to ensure that we maintain a high standard when delivering our work:

4. Strengthen the organisational capacity of NIDOS to deliver its outcomes

In order to achieve our aim we need to achieve our outcomes, in order to achieve our outcomes we need to achieve our business objectives and in order to achieve our business objectives we need to deliver specific activities. The following pages express how these day-to-day activities will ultimately contribute to the achievement of our business objectives, outcomes and overall aim.

## NIDOS Organisational Aim

NIDOS aims to improve the effectiveness of Scotland's international development sector.

### Outcomes

1. Build the strength and capacity of international development organisations in Scotland
2. Strengthen networking and communication among international development organisations in Scotland
3. Improve understanding of Scotland's international development sector among key stakeholders
4. Strengthen the organisational capacity of NIDOS to deliver its outcomes

### Business Objectives

#### **OUTCOME 1: Build the strength and capacity of international development organisations in Scotland.**

Business Objective	Activities	Timescale	Responsibility
1. Good Practice: raise the standard of international development practice by NIDOS members:	a) Organise major debate on good practice, involving NIDOS members, southern partners, funders, academics and diasporan community members	November09	Staff/OG
a) Lead, enable and strengthen the debate among NIDOS members and with other key stakeholders, on what is good practice in development	b) Support development and agreement of a good practice challenges document with members and a parallel network guide to relevant sources of information, resources and support to meeting these challenges	Draft Challenges doc by June to present to event	Staff/NIDOS members group
b) Encourage and enable members to strengthen their own systems for improving effectiveness, accountability and good practice in their work and partnerships	c) Members' Networking and peer sharing events, training sessions and surgeries on improving effectiveness, planning, monitoring, evaluation and developing a learning culture together with their partner(s)	Action learning set starting Sept 09 and follow up activities	Staff/consultant
	d) Support networking between and capacity building of Leadership in NIDOS member organisations (CEOs and Boards and Partners)	Initial Leaders session in June 09 With follow up	Staff
	e) Produce and / or distribute existing materials and run training sessions to promote engagement with existing codes of good practice, particularly in relation to the following areas:	Members good practice update / leaflet – Sept09	Staff/OG
	1. Health		Staff
	2. Education		
	3. Advocacy and Human rights	Training sessions from Jan 10	
	4. Governance and financial management and accountability		
	f) Liaise with Funders to encourage them to require strengthened M and E systems and enable learning and	Ongoing	Staff/Board

	sharing of good practice among their grantees (e.g. good practice networking events)		
	a) Encourage debate on webforums and through Newsletter	Ongoing	Staff
2. Develop and deliver a relevant and accessible capacity building programme for NIDOS member organisations.	a) Member training needs analysis b) Workshop selection, identification of providers and venues, setting core workshop timetable c) Deliver core workshop programme d) Identify and deliver relevant one-off events and seminars e) Provide one-to-one funding surgeries and proposal feedback to members f) Explore demand and potential for other services – peer mentoring, action learning, job shadowing g) Climate Change – research the information and capacity needs of NIDOS members to respond to Climate Change issues within their work – both in relation to Advocacy and Programme work; follow up with information, networking and training activities in response to the needs identified by members	Annual Biannual  Ongoing Ongoing Ongoing  Ongoing  May – June 09  September 09 onwards	Staff Staff  Staff Staff Staff  Staff / Members Staff/ Consultant Staff
3. Ensure that NIDOS members' information needs are well served through a range of easily accessible resources.	a) Launch and promote extranet to member organisations b) Build up website and extranet content, including member contributions c) Produce and disseminate monthly newsletter d) Close Yahoo email group, establish centralised email group e) Promote resource library, including subscriptions to key publications and websites, and encourage members to use office as drop-in research & information point f) Respond to member enquiries, including one-to-one meetings where appropriate	Early 2008 Ongoing  Monthly Early 2008 Ongoing  Ongoing	Staff Staff / Members  Staff Staff Staff  Staff
4. Increase NIDOS members' awareness of and capacity to access funding and advocacy opportunities.	a) Promote web-based funding info sites and make available to membership as part of NIDOS resource library b) Launch NIDOS funding directory, then update monthly c) Develop and deliver fund-specific workshops with donor agencies, especially Scottish Government d) Maintain relationships with key funders (Lloyds, SG), with aim of NIDOS being hub for communicating funding info to and from sector e) Facilitate member meetings and communications with key policy and decision makers, including via NIDOS Groups	Ongoing  Early 2008 As and when  Ongoing  As and when	Staff  Staff Staff / External  Staff  Staff / External

<b>OUTCOME 2: Strengthen networking and communication among international development organisations in Scotland.</b>			
<b>Business Objective</b>	<b>Activities</b>	<b>Timescale</b>	<b>Responsibility</b>
1. Deliver a relevant and diverse range of networking opportunities for members.	a) Support existing NIDOS Groups and work with member organisations to identify new Groups	Ongoing	Staff / Members
	b) Work with member organisations and other partners to identify opportunities for one-off discussions, seminars and events, including NIDOS AGM	Ongoing	Staff / Members / Operations SC
	c) Develop and deliver informal, social networking events	At least annual	Staff / Operations SC
2. Facilitate web based communications for members.	a) Launch and promote forums, visits calendar and events calendar to member organisations	Ongoing	Staff
	b) Moderate main forums and work with members to identify new forums	Ongoing	Staff / Members
	c) Develop initial draft of open-source NIDOS Network Manual	2009	Staff
	d) Encourage members to contribute to NIDOS Network Manual	2009	Staff / Members

<b>OUTCOME 3: Improve understanding of Scotland's international development sector among key stakeholders.</b>			
<b>Business Objective</b>	<b>Activities</b>	<b>Timescale</b>	<b>Responsibility</b>
1. Develop and maintain relationships with key institutions: <ul style="list-style-type: none"> <li>• Scottish Government</li> <li>• Funders in Scotland</li> <li>• DFID</li> </ul>	a) Develop and maintain relationships with key political actors in Scotland – Minister for Europe, External Affairs & Culture; European & External Relations Committee; Int Dev Cross Party Group; Scottish Government civil servants	Ongoing	Staff/Board/External
	b) Build and maintain relationships with other key institutions, including DFID, Lloyds TSB Foundation, Wood Family Trust	Ongoing	Staff/Board/External
	c) Build NIDOS' and members' capacity for responding to consultations	Ongoing	Staff
	d) Meet regularly with UK Networks (BOND, WCIA, CADA)	Twice per year	Staff
	e) Meet regularly with Scottish Networks (IDEAS, Scotlink, SDEN)	Twice per year	Staff / External
	f) Encourage participation of key institutions in relevant NIDOS events and meetings	As and when	Staff / External

2. Increase public and corporate awareness and understanding of international development.	a) Promote new website	Ongoing	Staff
	b) Promptly respond to all general enquiries, directing towards individual members as appropriate	Ongoing	Staff
	c) Increase awareness of NIDOS amongst key information and signposting hubs – SCVO, libraries, universities, CVS’	Ongoing	Staff
	d) Prepare, produce, launch and disseminate Annual Review	Annual	Staff / Board

**OUTCOME 4: Strengthen the organisational capacity of NIDOS to deliver its outcomes.**

Business Objective	Activities	Timescale	Responsibility
1. Ensure NIDOS’ long-term financial security while maintaining operational independence.	a) Research and identify new funding sources, build relationships with potential donors, apply for funds as appropriate	Ongoing	Staff
	b) Review subscription fees and present proposals to membership	Annual (AGM)	Staff / Board
	c) Promote membership of NIDOS	Ongoing	Staff
	d) Research and diversify self-generated income sources – e.g. training, vacancy advertising, publications	Ongoing	Staff
	e) Maintain unrestricted reserves at level of 4-6 months expenditure	Ongoing	Finance SC
2. Develop and maintain strong administrative and financial procedures and controls.	a) Maintain office systems, including SAGE accounting and monthly financial reporting systems	Ongoing	Staff
	b) Monitor and maintain organisational policies and procedures against current legislation	Ongoing	Staff / Board
	c) Statutory monitoring and reporting (OSCR & Companies Hse)	Annual	Staff / Secretary
3. Develop monitoring and evaluation plans and processes that enable NIDOS to ensure their services remain relevant to members, and that enable NIDOS to demonstrate the value of their work.	a) Develop monitoring plans and materials for gathering data against organisational aim, outcomes and business objectives	Early 2008 and review annually	Staff
	b) Implement monitoring plan in partnership with members and, where appropriate, external consultants	Ongoing	Staff/Mems/External
	c) Analyse monitoring information, evaluate individual services and evaluate organisational effectiveness	Annual	Staff / External
4. Build personal and professional development of trustees and staff.	a) Undertake formal staff appraisals	Quarterly	Staff / Chair
	b) Identify and address staff and trustee training needs	Ongoing	Staff / Staffing SC
	c) Develop and deliver annual trustee Away Day	Annual (post-AGM)	Staff / Operations SC

### 3.3 Overview of services

NIDOS' services can be categorised within 3 service programmes, which are concomitant with the first 3 outcomes:

- Capacity building programme (Outcome 1)
- Networking programme (Outcome 2)
- Awareness raising programme (Outcome 3)

<b>NIDOS Services 2008-11 at a glance</b>		
<b>Capacity building programme</b>	<b>Networking programme</b>	<b>Awareness raising programme</b>
<ul style="list-style-type: none"> <li>• Promoting good practice in international development</li> <li>• Climate Change capacity building</li> <li>• Workshops</li> <li>• Monitoring &amp; evaluation surgeries</li> <li>• Funding advice and surgeries</li> <li>• Peer support</li> <li>• Newsletter, email lists</li> <li>• Members' extranet</li> <li>• Resource library</li> </ul>	<ul style="list-style-type: none"> <li>• Members' Groups</li> <li>• Meetings and events</li> <li>• Web-based communications</li> </ul>	<ul style="list-style-type: none"> <li>• Developing partnerships</li> <li>• Advocacy meetings</li> <li>• Consultation responses</li> <li>• Website and online member directory</li> <li>• Public and corporate enquiries</li> <li>• Annual Review</li> </ul>

#### 3.3.1 Capacity building programme

During the next two years we will aim to maintain our position as the primary provider of capacity building services for international NGOs based in Scotland. A significant addition to our capacity building programme will be an ambitious initiative that aims to develop a shared understanding amongst NIDOS member organisations of best practice within international development.

- **Promoting good practice:** Through a recent informal consultation, NIDOS identified that a key concern amongst many member organisations was the need to drive up professional standards and promote best practice principles within the sector. Given our role as an umbrella body for the sector, we are in an ideal position to lead collaborative work on identifying best practice standards, and to coordinate capacity building services that support members' efforts to achieve such standards. Over the course of the next two years NIDOS will programme a series of meetings and engagement events, allowing member organisations to research, discuss and identify best practice principles within international development. NIDOS will aim to include as many member organisations as possible during this process, with a view to developing a solid, shared understanding amongst all members of the principles behind 'good' development. The programme will be complimented by tailored workshops and other capacity building inputs, designed in direct response to specific needs and gaps identified by member organisations looking to achieve any agreed best practice standards.
- **Workshops:** In addition to workshops defined through NIDOS' *'promoting best practice'* events, we will continue to deliver a core annual workshop programme that addresses members' day-to-day training needs. Workshops are aimed at NIDOS members, but are also open to non-members in order to attract increased income, and to provide members with additional networking opportunities.
- **Monitoring & evaluation surgeries:** NIDOS are piloting M&E surgeries during 2007/08, allowing member organisations to access tailored, one-to-one support from external M&E specialists. The subsidised, half-day surgeries will be available for all levels and size of organisation, and will look at any aspect of M&E, from organisation wide strategies to specific project monitoring issues.
- **Funding advice and surgeries:** NIDOS will offer one-to-one funding advice to individual member organisations, providing a tailored, critical assessment of member organisations' funding proposals and long-term fundraising plans.
- **Peer support:** NIDOS will explore the potential for enabling peer support amongst member organisations. This could build on the critical reading sessions currently being piloted by BOND, but

could also take more practical forms including work-shadowing or member input within capacity building and funding advice surgeries.

- **Newsletter, email lists:** Members' information needs are addressed through a monthly NIDOS newsletter and through a Yahoo Group email list. However, the Yahoo Group is not particularly popular amongst members and our new website will greatly improve member-to-member communication. As such, the Yahoo Group will be closed, with all email lists to be managed in-house.
- **Members' extranet:** A key element of the new website will be a secure, members only area, featuring capacity building resources such as policy and procedure templates, funding directories and links to further resources and advice.
- **Resource library:** NIDOS maintains a resource library of periodicals, organisational development resources and funding information, including subscriptions to online, up-to-date funding databases. It is hoped this will improve information access (most especially for small organisations), but also increase contact between members and NIDOS staff.

### 3.3.2 Networking Programme

Networking is at the heart of NIDOS' operation and all our services will, to some extent, increase contact and improve co-operation between members. However, the following services are explicitly provided to enable *direct* communication and collaboration between organisations.

- **Members' Groups:** Our work with Members' Groups offers one of the best expressions of NIDOS' function as a network organisation and is perhaps the strongest mechanism through which NIDOS can achieve its outcomes. In recognition of the key role and potential of Groups, NIDOS will ensure these groups operate within clear structures and with strong facilitation and administrative support, whether provided by NIDOS staff or by member organisations. Currently active groups include *International Volunteering, Malawi* and *Small NGOs*.
- **Meetings and events:** NIDOS will continue to coordinate and facilitate one-off events that are of relevance to member organisations. Where appropriate this will be delivered in partnership with key institutions including the Scottish Parliament's International Development Group, academic departments and major funders. While events will always have a central theme, the informal networking that takes place during these sessions is invaluable, so time will always be built in to programmes to enable such networking.
- **Web-based communication:** NIDOS' upgraded website will include discussion forums, members' events calendars and visits calendars, improving our members' awareness of each others' activities, and providing a new platform for discussion, debate and information exchange between members. It is likely that discussion forums in particular will require a good deal of stimulation and moderation from NIDOS staff initially but, if successful, it is hoped that discussion forums can eventually be managed and moderated by member organisations.

### 3.3.3 Awareness raising programme

Our awareness raising programme is used to fulfil our representative role and to ensure that the opinions of our members are heard by key decision-makers. This work also extends to raising awareness of Scotland's international development sector, and awareness of our member organisations, amongst the general public.

- **Developing partnerships:** NIDOS will develop and maintain partnerships with the most important institutions (e.g. Scottish Government, DFID) to ensure that our membership has regular, direct channels of communication with strategically significant bodies.
- **Advocacy meetings:** We will organise and participate in meetings with key institutions and individuals including funders and politicians and, when appropriate, open these meetings to the wider membership. Where there are specific relevant policy issues, we will also facilitate NIDOS Groups' efforts to coordinate meetings with key actors.
- **Consultation responses:** NIDOS will co-ordinate consultation responses on behalf of the whole membership. Specific capacity building opportunities on responding to consultations will be identified and delivered so as to ensure full participation of all members, most especially the smaller, low-capacity organisations.

- **Website and online member directory:** NIDOS' website will be used to provide basic information about the organisation and the benefits of network membership, and will highlight current news, issues and events of importance to Scotland's international development sector. However, the great majority of NIDOS website traffic goes through the members' directory. The new site will include a significantly improved search function and a facility allowing members to directly update their own details.
- **Public and corporate enquiries:** NIDOS will continue to respond to and monitor general enquiries from individuals, organisations and companies, signposting enquiries to member organisations where relevant.
- **Annual Review:** NIDOS will produce an Annual Review of Scotland's International Development Sector, using input from members and external partners to create a comprehensive, honest reflection of the sector. The review will also provide an excellent promotional opportunity for both NIDOS and member organisations.

### 3.3.5 Marketing and communications

Although not a service per se, NIDOS' marketing and communications activity plays a crucial role in maximising the awareness and effectiveness of our services and overall function. The following table summarises the key channels we use for communicating with our main target audiences.

<b>NIDOS communication channels</b>
<b>Member Organisations</b>
<ul style="list-style-type: none"> <li>• Members-only email list</li> <li>• Monthly newsletter</li> <li>• Posters / leaflets</li> <li>• Dynamic website content</li> <li>• NIDOS members' extranet</li> <li>• One-off mailings for specific services (e.g. workshops, seminars, funding surgeries)</li> <li>• Direct, regular contact between NIDOS staff and members</li> <li>• Increased contact through NIDOS resource library</li> </ul>
<b>Key Institutions / Partners</b>
<ul style="list-style-type: none"> <li>• Monthly newsletter</li> <li>• Regular face-to-face meetings and development of formal partnership agreements (where appropriate)</li> <li>• Development of personal contacts between NIDOS staff and staff within institutions</li> <li>• Consultation responses</li> <li>• NIDOS Groups</li> <li>• Annual Review</li> </ul>
<b>General Public</b>
<ul style="list-style-type: none"> <li>• Website</li> <li>• Monthly newsletter</li> <li>• Direct contact with NIDOS staff</li> <li>• Posters / leaflets distributed to CVS', Volunteer Centres, University careers service departments</li> <li>• Annual Review</li> <li>• Ensure all member orgs link to NIDOS website</li> </ul>

### 3.4 Monitoring and evaluation

A monitoring and evaluation plan has been developed to enable analysis and improvement of services and to ensure that NIDOS' services are relevant and reflective of members needs, but also to strengthen the quality and rationale of future NIDOS funding proposals.

The plan is directly tied to our outcomes as identified in section 3.2, thereby ensuring that we adequately monitor and evaluate all the key differences we hope to achieve. Development of monitoring systems and the collation of data shall be undertaken by NIDOS staff in conjunction with member organisations. An annual budget is available for external assistance with the analysis and evaluation of

data. Formal, detailed evaluations will be produced, but it is envisaged that NIDOS' Annual Review will provide a more accessible platform for disseminating findings to the general public and the media.

## Monitoring and evaluation plan

Outcome	Indicators	Verification
1. Build the strength and capacity of international development organisations in Scotland	<ul style="list-style-type: none"> <li>• Shared understanding of best practice developed</li> <li>• NIDOS member organisations and their staff have improved skills and confidence</li> <li>• Increased funding success amongst NIDOS member organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Progress of and reports from 'best practice' events</li> <li>• No. of orgs attending NIDOS workshops</li> <li>• NIDOS workshop feedback forms</li> <li>• NIDOS workshop facilitator feedback forms</li> <li>• Interviews with attendees 6 months after workshops</li> <li>• No. of orgs accessing resource library and funding advice</li> </ul>
2. Strengthen networking and communication among international development organisations in Scotland	<ul style="list-style-type: none"> <li>• NIDOS members communicate and collaborate more often with other member organisations</li> <li>• NIDOS members are more aware of other organisations' work and regularly exchange information with other members</li> </ul>	<ul style="list-style-type: none"> <li>• No. of organisations attending NIDOS Group meetings</li> <li>• No. of organisations attending NIDOS events</li> <li>• No. of formal and informal partnerships developed between members</li> <li>• Social capital profiling of member orgs</li> <li>• Extranet usage</li> </ul>
3. Improve understanding of Scotland's international development sector among key stakeholders	<ul style="list-style-type: none"> <li>• Improved awareness and understanding of Scottish international NGOs among key stakeholders</li> <li>• Key partners are fully aware of and use NIDOS' services and functions</li> <li>• NIDOS facilitating more face-to-face meetings between members and decision makers</li> <li>• NIDOS participating in and responding to more consultations</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews / questionnaires with key partners</li> <li>• No. of formal relationships / agreements developed with partner institutions</li> <li>• No. of formal and informal meetings and events with partner institutions</li> <li>• No. and nature of enquiries NIDOS receive from external orgs</li> <li>• No. and nature of enquiries NIDOS receive from public</li> <li>• Website hits</li> <li>• No. of consultations NIDOS respond to</li> <li>• No. of members participating in consultations</li> <li>• Tangible evidence of direct influence on policy</li> </ul>
4. Strengthen the organisational capacity of NIDOS to deliver its outcomes	<ul style="list-style-type: none"> <li>• Core funding secured for financial year 2008/09 and beyond</li> <li>• Increased self-generated income</li> <li>• Increased involvement of members in defining NIDOS' strategic direction and business objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Funding agreements secured and amounts raised</li> <li>• Proportion of income from self-generated sources</li> <li>• No. of members attending AGM and other strategic meetings</li> <li>• No. of members providing input to ongoing business plan development</li> <li>• No. of orgs nominating and voting for board members</li> </ul>

## 4.0 Financial plan

The 3-year grant received from the Scottish Executive in 2005 enabled NIDOS to significantly expand staff, resources and services. The funding also provided NIDOS with the opportunity and breathing space to put in place long-term plans for ensuring the continuation of this increased level of service.

The following chapter presents annual budgets for the three years 2008-11, including long-term fundraising plans for NIDOS.

### 4.1 Financial notes and projections

Figures for projected income and expenditure are presented overleaf. The following notes only refer to expenditure – potential income sources are discussed in detail in section 4.2.

- **Budget notes**

Staff costs: Assumes that the current staffing complement is maintained throughout the next 3 years (i.e. 1 x FT Coordinator, 1 x PT Support Officer @ 4 days/wk). Annual salary increases of 3% have been included.

Office / Management costs: 3% increases for inflation have been added where applicable.

- **Restricted / unrestricted funding and effect on Free Reserves**

The bottom two tables overleaf ('Projected Surplus / Deficit' and 'Projected effect on Free Reserves') present the implications that the proposed funding patterns have for NIDOS' reserves. It is assumed that any future grants from institutional funders such as the Scottish Government and Lloyds TSB will, as before, be classified as restricted funding. Possible funding patterns are discussed in more detail within section 4.2

## NIDOS Financial Projections 2008 - 2011

	2008/09	2009/10	2010/11
<b>SECURED INCOME</b>			
<b>RESTRICTED</b>			
Scottish Government	0	0	0
Lloyds TSB Foundation for Scotland	19,995	10,265	0
<b>UNRESTRICTED</b>			
Membership subscriptions	0	0	0
Training fees income	0	0	0
Other services	0	0	0
<b>TOTAL SECURED INCOME</b>	<b>19,995</b>	<b>10,265</b>	<b>0</b>
<b>UNSECURED INCOME</b>			
<b>RESTRICTED</b>			
Scottish Government	56,462	57,833	60,441
Lloyds TSB Foundation for Scotland	0	0	0
Other Trusts and Institutional Funders	0	7,500	10,000
<b>UNRESTRICTED</b>			
Membership subscriptions	7,300	8,730	9,149
Training fees income	3,840	4,320	4,590
Other services	0	0	0
<b>TOTAL UNSECURED INCOME</b>	<b>67,602</b>	<b>78,383</b>	<b>84,180</b>
<b>TOTAL PROJECTED INCOME</b>	<b>87,597</b>	<b>88,648</b>	<b>84,180</b>

<b>STAFF COSTS</b>			
Co-ordinator Salary	26,441	27,234	28,051
Support Officer Salary	16,921	17,428	17,951
Employers costs	7,301	7,560	7,827
Recruitment costs (ads, travel expenses)	1,000	1,000	1,000
<b>TOTAL STAFF COSTS</b>	<b>51,663</b>	<b>53,223</b>	<b>54,829</b>
<b>OFFICE/ MANAGEMENT COSTS</b>			
Office rental and utilities	4,564	4,701	4,842
Communications	2,095	2,158	2,223
Stationery	1,030	1,061	1,093
Office Equipment	500	500	500
Staff, Committee and Volunteer Expenses	1,288	1,326	1,366
Staff and Committee Training & Development	2,060	2,122	2,185
Sundry financial (insurance, banking, auditor)	2,060	2,122	2,185
<b>TOTAL OFFICE MANAGEMENT COSTS</b>	<b>13,596</b>	<b>13,989</b>	<b>14,394</b>
<b>PROGRAMME COSTS</b>			
Workshops	4,924	5,109	5,296
Demand-led capacity building	3,000	3,000	3,000
Events and seminars	4,000	4,000	4,000
Publications	3,000	3,000	3,200
Website Development	500	500	500
<b>TOTAL PROGRAMME COSTS</b>	<b>15,424</b>	<b>15,609</b>	<b>15,996</b>
<b>MONITORING &amp; EVALUATION</b>			
Monitoring and evaluation costs	1,000	1,000	2,000
	<b>1,000</b>	<b>1,000</b>	<b>2,000</b>
<b>TOTAL EXPENDITURE</b>	<b>81,683</b>	<b>83,821</b>	<b>87,219</b>

<b>SECURED INCOME LESS EXPENDITURE</b>	<b>-61,688</b>	<b>-73,556</b>	<b>-87,219</b>
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<b>PROJECTED INCOME LESS EXPENDITURE</b>	<b>5,914</b>	<b>4,827</b>	<b>-3,039</b>
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<b>PROJECTED SURPLUS / DEFICIT</b>			
PROJECTED INCOME	87,597	88,648	84,180
PROJECTED EXPENDITURE	81,683	83,821	87,219
<b>SURPLUS / DEFICIT</b>	<b>5,914</b>	<b>4,827</b>	<b>-3,039</b>
of which RESTRICTED	-5,226	0	0
UNRESTRICTED	11,140	4,827	-3,039

<b>PROJECTED EFFECT ON FREE RESERVES</b>				
	Balance at 31/03/08	At 31/03/09	At 31/03/10	At 31/03/11
<b>Projected Free Reserves</b>	<b>33,376</b>	<b>53,574</b>	<b>58,400</b>	<b>55,361</b>

## **4.2 Potential sources of income**

The projections reveal a funding shortfall of £61,688 in 2008/09 (76% of the year's budget), £73,556 in 2009/10 (88% of the year's budget) and £87,219 in 2010/11 (100% of the year's budget). A basic level of income is virtually assured in all three years, namely from membership fees, bank interest and training income. However, even with these 'assured' sources of income, significant shortfalls will still exist across all three years. NIDOS could greatly increase membership fees and service charges, but given that a large amount of current members report an annual income of £100,000 or less, such an approach is likely to be counterproductive.

For the foreseeable future, NIDOS will almost certainly be reliant on grant funding to maintain the current staffing and service level. One of the main challenges for NIDOS' financial planning is to strike a balance between restricted grant funding and unrestricted funding. While restricted funding is likely to provide significantly higher levels of income, it is also less predictable and secure, and may also compromise NIDOS' independence from political or external influence. Unrestricted funding has been comparatively low to date and is largely dependent on contributions from member organisations. However, unrestricted income also allows NIDOS to operate according to the membership's precise demands and free from any ties imposed by funding bodies.

### **Scottish Executive / Scottish Government**

The current Scottish Executive grant was awarded through their International Development Fund, a pot of money that is in place until the end of 2007/08. The new Scottish Government has confirmed that the International Development Fund will continue, and will actually be increased during the next 3 years. Assuming NIDOS' staffing and services are maintained at the present level, NIDOS should aim to reapply for less than the current £85k per year. Reducing the amount of funding from the Government will increase NIDOS' independence and, through financing of the resulting shortfall by other grantmakers, will help to diversify NIDOS' income base.

If a further grant from the International Development Fund is not forthcoming, NIDOS should position themselves to negotiate other sources of support from the Government. NIDOS is at an advantage here when compared to individual member organisations in that a case can be presented for non-international development funding, due to NIDOS' central role in developing Scottish organisations and increasing Scottish involvement in international affairs. NIDOS should explore the possibility of developing a Service Level Agreement (or similar) with the Voluntary Issues Unit or the International Division, perhaps arguing for similar support as provided to Scotland's CVS Network (Councils for Voluntary Service).

### **Lloyds TSB Foundation for Scotland**

The Foundation is providing full funding for NIDOS' Support Officer up to 30<sup>th</sup> September 2009, midway through NIDOS' 2009/10 financial year. NIDOS will not be eligible to re-apply to the Foundation's Overseas Grants Scheme until 2010, so it is crucial that alternative sources are identified to ensure the continuation of this position beyond September 2009.

### **Other sources of grant and institutional funding**

NIDOS will research other grantmakers and update this plan as and when opportunities are identified. Where small trusts are concerned, it is likely that NIDOS will focus on discreet pieces of work for funding, such as publications or individual one-off events and conferences.

NIDOS should explore the potential for accessing institutional funders that traditionally support UK-wide bodies, namely DFID, the EU and the Big Lottery Fund. A case could be made for supporting NIDOS' region-specific activity, given Scottish organisations relative isolation from the bulk of the UK's international development sector. It may be that such funding can only be accessed by developing closer ties with sister networks such as BOND, which could present major and perhaps unacceptable compromises for NIDOS' independence.

## Membership fees

NIDOS' legitimacy as the voice of Scotland's international development sector is to a degree dependent on having a membership that comprises as many Scottish international development organisations as possible. The NIDOS constitution and Board maintain controls on who can become a member, but NIDOS need to avoid a situation where a significant number of eligible organisations either leave or do not wish to join the Network. The area that has perhaps the greatest potential for allowing such a situation to develop is the level of membership fees. As such, it is crucial that NIDOS develop a fee structure that does not present a barrier to inclusion, while at the same time maximises the level of unrestricted income.

Although NIDOS' current membership fees are very low when compared to BOND, it should be noted that a significant number of NIDOS members question the current rates during the annual renewal process. If membership rates are to increase, NIDOS needs to ensure full consultation with the membership, and that any subsequent increase is supported by a clear illustration of the benefits of membership. The continued delivery of the wide range of services detailed in this document should help to justify any proposed increases. Through NIDOS' funding advice service and through increased contact with members, NIDOS staff also have the opportunity to encourage members to include NIDOS membership rates within any funding proposals to donors that permit full cost recovery.

	<b>NIDOS</b>	<b>BOND</b>
<b>Small org</b>	£50	£95
<b>Medium org</b>	£125	£223
<b>Large org</b>	£210	£1,925

\*Comparison uses actual NIDOS members and calculates rate they would pay for BOND

NIDOS should also seek to attract more institutional, academic and private sector organisations to the Associate membership category. Such an approach would increase revenues for NIDOS and would offer more diverse networking opportunities for Full members yet, due to restrictions on voting rights, would not compromise the governance of the Network. Of course, the Network is primarily for voluntary organisations, so the Board would need to ensure the maintenance of an appropriate balance of member organisations.

## Training income

NIDOS' 2006/07 training programme was heavily subsidised so as to ensure maximum attendance and capacity building opportunities for members during an intense year of activity. A continued approach of subsidised training is reliant on grant funding though, so in the long-term NIDOS' aims to cover all training costs, thereby allowing NIDOS to deliver workshops without external financial support. Training fees were increased in 2007/08, and will be increased again in 2008/09 with a view to attaining full cost recovery for the service by the end of 2008/09. However, NIDOS need to ensure that workshop fees remain competitive and attractive to members, and that any fee structure ensures the ongoing participation of smaller member organisations.

## Other services

NIDOS will research further income generation opportunities and update this business plan accordingly. At present the following areas offer potential for income generation from both member and external organisations:

- Vacancies web-page
- Event, services and vacancy advertising within newsletter
- Advertising within NIDOS Annual Review
- Conference, seminar and event attendance fees
- Charges for fundraising and strategic advice
- Charges for access to funding web directories

## Appendix A1 List of current member organisations (as at 1 Dec 2007)

ACTSA Scotland	<a href="http://www.actsascotland.org.uk">www.actsascotland.org.uk</a>
African Scottish Development Organisation	<a href="http://www.asdoonline.org.uk">www.asdoonline.org.uk</a>
Balcraig Foundation	<a href="http://www.balcraig.com">www.balcraig.com</a>
Books Abroad	<a href="http://www.booksabroad.net">www.booksabroad.net</a>
British Red Cross	<a href="http://www.redcross.org.uk">www.redcross.org.uk</a>
Caledonia Centre for Social Development	<a href="http://www.caledonia.org.uk">www.caledonia.org.uk</a>
Centre for Development Studies	<a href="http://www.gla.ac.uk/centres/developmentstudies">www.gla.ac.uk/centres/developmentstudies</a>
Challenges Worldwide	<a href="http://www.challengesworldwide.com">www.challengesworldwide.com</a>
Charity Education International	<a href="http://www.cei.uk.net">www.cei.uk.net</a>
Chesney Trust	<a href="http://www.chesneytrust.org">www.chesneytrust.org</a>
Child Support Project - Malawi	<a href="http://www.child-support-project.org">www.child-support-project.org</a>
Children in Distress	<a href="http://www.childrenindistress.org">www.childrenindistress.org</a>
Children of Songea Trust	<a href="http://www.childrenofsongea.org.uk">www.childrenofsongea.org.uk</a>
Christian Aid Scotland	<a href="http://www.christianaidscotland.org.uk">www.christianaidscotland.org.uk</a>
Christian Blind Mission	<a href="http://www.cbmuk.org.uk">www.cbmuk.org.uk</a>
Christian Engineers in Development	<a href="http://www.ced.org.uk">www.ced.org.uk</a>
Clann Sona Romanian Appeal	-
Community Business Scotland Network Ltd	<a href="http://www.cbs-network.org.uk">www.cbs-network.org.uk</a>
Concern Worldwide	<a href="http://www.concern.net/indexG.php">www.concern.net/indexG.php</a>
CORE Coalition Scotland	<a href="http://www.corporate-responsibility.org">www.corporate-responsibility.org</a>
Deaf Action	<a href="http://www.deafaction.org">www.deafaction.org</a>
Edinburgh Global Partnerships	<a href="http://egp.eusa.ed.ac.uk">egp.eusa.ed.ac.uk</a>
Friends of the Earth Scotland	<a href="http://www.foe-scotland.org.uk">www.foe-scotland.org.uk</a>
GALVmed	<a href="http://www.galvmed.org">www.galvmed.org</a>
Ghana Plastic Surgery	<a href="http://www.plasticsurgery-africa.org">www.plasticsurgery-africa.org</a>
Global Concerns Trust	<a href="http://www.globalconcernstrust.org.uk">www.globalconcernstrust.org.uk</a>
IDEAS	<a href="http://www.ideas-forum.org.uk">www.ideas-forum.org.uk</a>
IIED	<a href="http://www.iied.org">www.iied.org</a>
Institute for International Health & Development	<a href="http://www.qmuc.ac.uk/iihd">www.qmuc.ac.uk/iihd</a>
Interminds	<a href="http://interminds.org">interminds.org</a>
International Assoc. for Community Development	<a href="http://www.iacdglobal.org">www.iacdglobal.org</a>
International Centre for Gender and Women Studies	<a href="http://www.gla.ac.uk/cetres/icgws">www.gla.ac.uk/cetres/icgws</a>
International Network of Street Papers	<a href="http://www.street-papers.org">www.street-papers.org</a>
International Voluntary Service	<a href="http://www.ivs-gb.org.uk">www.ivs-gb.org.uk</a>
Islamic Relief	<a href="http://www.islamic-relief.org.uk">www.islamic-relief.org.uk</a>
Jubilee Scotland	<a href="http://www.jubileescotland.org.uk">www.jubileescotland.org.uk</a>
Leprosy Mission Scotland	<a href="http://www.tlmscotland.org.uk">www.tlmscotland.org.uk</a>
Link Community Development	<a href="http://www.lcd.org.uk">www.lcd.org.uk</a>
Link Overseas Exchange	<a href="http://www.linkoverseas.org.uk">www.linkoverseas.org.uk</a>
Lydia Project	<a href="http://www.lydiaproject.co.uk">www.lydiaproject.co.uk</a>
MAFAM	-
Mamie Martin Fund	<a href="http://www.mamiemartin.org">www.mamiemartin.org</a>
Mercy Corps Scotland	<a href="http://www.mercycorps.org.uk">www.mercycorps.org.uk</a>
Orskov Foundation	<a href="http://www.orskovfoundation.org">www.orskovfoundation.org</a>
Oxfam in Scotland	<a href="http://www.oxfam.org.uk/scotland">www.oxfam.org.uk/scotland</a>
Rokpa UK Overseas projects	<a href="http://www.rokpa.org">www.rokpa.org</a>
Royal Society of Arts, Manufactures & Commerce	<a href="http://www.rsascotland.org.uk">www.rsascotland.org.uk</a>
Save the Children - Scotland	<a href="http://www.savethechildren.org.uk">www.savethechildren.org.uk</a>
SCIAF	<a href="http://www.sciaf.org.uk">www.sciaf.org.uk</a>
Scotland Malawi Partnership	<a href="http://www.scotland-malawipartnership.org">www.scotland-malawipartnership.org</a>
Scotland's Buddhist Vihara	<a href="http://www.tsbv.org.uk">www.tsbv.org.uk</a>
Scottish International Relief	<a href="http://www.sircharity.org">www.sircharity.org</a>
Scottish Palestinian Forum	-
SEAD (Scottish Education & Action for Development)	<a href="http://www.sead.org.uk">www.sead.org.uk</a>
Sense Scotland	<a href="http://www.sensescotland.org.uk">www.sensescotland.org.uk</a>
Signpost International	<a href="http://www.signpost-international.org">www.signpost-international.org</a>
SKIP Glasgow	<a href="http://www.skipkids.org.uk">www.skipkids.org.uk</a>
Soko Fund	<a href="http://www.sokofund.org">www.sokofund.org</a>
Solas Educational Trust	<a href="http://www.solastrust.org.uk">www.solastrust.org.uk</a>
South Asia Voluntary Enterprise	<a href="http://www.save-uk.org">www.save-uk.org</a>
Street Child Africa	<a href="http://www.streetchildafrica.org.uk">www.streetchildafrica.org.uk</a>
Tearfund	<a href="http://www.tearfund.org">www.tearfund.org</a>
UNA (United Nations Association)	<a href="http://www.una-uk.org">www.una-uk.org</a>
VETAID	<a href="http://www.vetaid.org">www.vetaid.org</a>
Vine Trust	<a href="http://www.vinetrust.org">www.vinetrust.org</a>
VSO	<a href="http://www.vso.org.uk">www.vso.org.uk</a>
Woodford Foundation Scotland	-
World Development Movement (WDM)	<a href="http://www.wdmscotland.org.uk">www.wdmscotland.org.uk</a>
World Exchange	<a href="http://www.worldexchange.org.uk">www.worldexchange.org.uk</a>