

International Network of Women's Funds

Collective Change: The Value of Mobilizing Local Resources for Women's Rights in the Global South and East

Case Studies of Ten Women's Funds

By Christen Dobson with Lucía Carrasco Scherer



Authors: Christen Dobson with Lucía Carrasco Scherer

Contributor: Emilienne de León Aulina

Proofreading: Sally A. Fay

Photo: HER Fund, Ukrainian Women's Fund

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www.inwf.org

Contact: info@inwf.org

The International Network of Women's Funds

INWF is the international network of and for women's funds. We are a global hub of 39 funds giving grants in 170 countries. INWF develops innovative and strategic alliances. We are continuously seeking out and building relations with individual champions and organizations dedicated to advancing the situation for women and girls across all geographies, sectors, industries, and contexts.

Our work is to support women's funds by:

- Facilitating collaboration within the network, as well as between women's funds and those with a shared interest in women's empowerment, such as philanthropists, bilateral institutions, foundations, civil society organizations, governments, and corporations;
- Building technical knowledge and skills of member funds; and
- Mobilizing financial resources and professional services to build the capacity of member funds.

INWF plays a critical role in supporting funds' sustainability and growth. As shown through this research local resource mobilization is essential to uphold and advance women's and girls' rights.

INWF brings the collective knowledge of more than 40 years of women's funds operating across the globe. It is the entry point for anyone interested in learning about or working with women's funds.

To learn more about our work: www.inwf.org

Contents

EXECUTIVE SUMMARY

CASE STUDY 1: **African Women's Development Fund**

CASE STUDY 2: **Fondo Alquimia**

CASE STUDY 3: **Fondo de Mujeres del Sur**

CASE STUDY 4: **HER Fund**

CASE STUDY 5: **MONES, Mongolian Women's Fund**

CASE STUDY 6: **Reconstruction Women's Fund**

CASE STUDY 7: **Semillas, Sociedad Mexicana Pro-Derechos de la Mujer**

CASE STUDY 8: **South Asia Women's Fund**

CASE STUDY 9: **Ukrainian Women's Fund**

CASE STUDY 10: **Women's Hope Education And Training, WHEAT Trust**

Executive Summary

NOVEMBER 2015

INTRODUCTION

Women's funds are a significant source of support for advancing the rights of women and girls worldwide. In addition to supporting grassroots groups directly, women's funds play a critical role in reshaping the access of organizations and advocates to financial resources through their own local resource mobilization practices. They also contribute to shifting local cultures of charitable giving to address structural causes of discrimination and support equity among all people.

The following case studies provide an in-depth look at the experiences of ten women's funds with local resource mobilization. These funds are all based in the Global South and East and are members of the International Network of Women's Funds. Each case study details the strategies, challenges, lessons learned, and opportunities associated with each fund's work to secure support from local sources and build a broader constituency of support for women's rights.

This study does not contend that local resource mobilization is the sole answer to the sustainability of women's rights movements in the Global South and East; indeed, support from international foundations and bilateral and multilateral institutions is vital. Rather, it attempts to shed light on how local resource mobilization helps to build local constituencies of support for women's rights and how local support is a crucial piece of the global architecture of support for advancing women's rights and a promising area for further exploration, growth, and investment.

WOMEN'S FUNDS: AN OVERVIEW

The lack of resources for women's rights organizing is well documented. "Watering the Leaves, Starving the Roots", by the Association for Women's Rights in Development (AWID), found that, in 2010, the median annual income of over 740 women's organizations around the world was just \$20,000 (US). This research also

found that while women and girls are increasingly a focus among donors, this support is not translating into increased resources for women's rights activism, organizing, and movement building.¹ In this climate, women's funds provide critical and much-needed support to women's and girls' groups across the globe.

Women's funds are philanthropic organizations and foundations investing strategically in women and girls who are working for better conditions in their communities. The International Network of Women's Funds is a global hub of 39 funds that give over 50% of their grantmaking budgets to women-led projects in Global South and East countries. As an illustration of the significant level of support women's funds provide, in 2013, 37 member funds of INWF cumulatively mobilized over \$62.1 million to advance women's rights globally.

Women's funds have been working in the Global South and East since the early 1990s, mobilizing local constituencies to advance women's rights and providing grassroots initiatives with money that is seldom easy to access. In effect, they work to challenge discriminatory norms and perceptions, support behavioral change, and promote more equitable societies. A few examples of issues women's funds support include ending gender-based violence; promoting women's economic empowerment; strengthening legal protections for factory and domestic workers; advancing young women's leadership; defending sexual and reproductive rights; and supporting women environmental rights defenders.²

In many cases, women's funds are the only local funder of women and girl-led groups and movements working to achieve long-term social change. In addition to providing direct grants,

women's funds support organizations and movements by helping to build the fundraising capacity of their grantees; providing technical assistance; linking grantees with one another and with organizations in other social justice movements, on the local, regional, and global levels; and directly advocating for policy change.

Women's funds support emerging, innovative, and self-led groups that address marginalized and underfunded issues and populations. As one illustration, women's funds provided 40% of the total number of grants in 2012 to advance the rights of women with disabilities worldwide.³

Women's funds play two additional vital roles: raising consciousness about the human rights violations that women and girls face, and influencing local philanthropy. As funders with roots in the social movements they support, they occupy a unique position of influence. As a result, many women's funds have explicit mandates to reshape the culture and practice of philanthropy from charitable giving to focus on root causes and systemic change.

Unlike other foundations, the majority of INWF member funds do not have an endowment to cover their operations; they need to consistently fundraise from various local and international sources in order to get money to the grassroots groups they support. While historically much of this financial support has come from international donors, women's funds are increasingly securing support from sources within their own regions, countries, and communities.

Recent research by INWF reveals the diverse revenue streams of the Global South and East-based members:

1. Arutyunova, Angelika and Cindy Clark. "Watering the Leaves, Starving-Roots, The Status of Financing for Women's Rights Organizing and Gender Equality." 2013. Web. <http://www.awid.org/publications/watering-leaves-starving-roots> 14-17.
2. Moosa, Zohra and Daly, Sunny. "Investing well in the right places: why fund women's funds." Mama Cash. February 2015
3. Foundation Center, IHRFG, INWF, and Ariadne. Advancing Human Rights: Knowledge Tools for Funders Initiative. 2015. Web. <http://humanrights.foundationcenter.org/about/>

INWF Global South & East Member Revenue by Source in USD, 2013⁴

	Within your country	% within country	Outside of your country	% outside country	Total
Businesses/Corporations	\$333,716	21%	\$4,741,696	25%	\$5,075,412
Grantmaking Foundations	\$845,495	52%	\$8,254,536	44%	\$9,100,031
Individual Donors	\$353,128	22%	\$252,876	1%	\$606,004
Government	\$42,263	3%	\$5,253,715	28%	\$5,295,978
Other Sources of Revenue*	\$36,929	2%	\$297,625	2%	\$334,554
Total	\$1,611,531	100%	\$18,800,448	100%	\$20,411,979

*Other sources of revenue includes endowment, fees for service, fiscal sponsorships, and other sources. This table includes data from the following women's funds: African Women's Development Fund, Aphapi Jopueti, Bulgarian Fund for Women, Ecumenical Women's Initiative, ELAS Fondo de Inversión Social, Fondo Alquimia, Fondo Centroamericano de Mujeres, Fondo de Acción Urgente de América Latina, Fondo de Mujeres del Sur, Fondo Lunaria Mujer, Fonds pour les Femmes Congolaises, FRIDA The Young Feminist Fund, HER Fund, Indigenous Women's Fund, The Mediterranean Women's Fund, MONES Mongolian Women's Fund, Nirnaya Women's Fund, Reconstruction Women's Fund, Slovensko-cesky Zensky Fond, Sociedad Mexicana Pro-Derechos de la Mujer Semillas, South Asia Women's Fund, TASO Foundation, Tewa, Ukrainian Women's Fund, Urgent Action Fund - Africa, WHEAT Trust, Women's Fund in Georgia, Women Fund Tanzania. Total respondents: 28. INWF and Foundation Center data, 2015.

METHODOLOGY

From November 2014 to November 2015, the International Network of Women's Funds (INWF) together with Mama Cash and the International Human Rights Funders Group (IHRFG), and with the support of ten INWF members, developed a series of case studies to examine how INWF member funds based in the Global South and East mobilize resources locally.

This research explores several key questions:

- How are women's funds contributing to building and strengthening rights-based cultures of philanthropy in countries in the Global South and East?

- What is the value of local resource mobilization besides raising funds?
- How are women's funds' grantmaking and local resource mobilization efforts reshaping the local access of other women's rights groups to financial resources?
- Why is local resource mobilization important for the sustainability of women's rights movements?
- What types of support do women's funds need to more successfully mobilize local resources?

The funds featured in the case studies include the following: African Women's Development Fund (pan-African, based in Ghana); Fondo Alquimia (Chile); Fondo de Mujeres del Sur (based in



4. Foundation Center and International Network of Women's Funds, 2015

Argentina and also funds in Paraguay and Uruguay); HER Fund (Hong Kong); MONES, Mongolian Women's Fund (Mongolia); Reconstruction Women's Fund (Serbia); Semillas, Sociedad Mexicana Pro-Derechos de la Mujer (Mexico); South Asia Women's Fund (based in Sri Lanka and also funds in Bangladesh, India, Nepal, and Pakistan); Ukrainian Women's Fund (based in Ukraine and also funds in Belarus and Moldova); and WHEAT Trust (South Africa).

These specific funds were selected as they span Latin America, Eastern Europe, Sub-Saharan Africa, and East and South Asia, as well as have various durations of experience with mobilizing local resources. Some of these funds are in early stages of exploring local fundraising and in the midst of identifying promising sources and approaches. Others are building on over a decade of experience and taking their successful strategies to the next level.

These case studies and overall analysis draw on several data sources: a review of public and internal documents created by each fund, such as annual reports, progress reports to donors, and strategic plans; questionnaire results; interviews with women's fund staff; a review of relevant literature pertaining to resource mobilization, women's rights, and local philanthropy; and an analysis of other relevant qualitative and quantitative data and research.

This research is a collaborative effort among the International Network of Women's Funds, Mama Cash, and the International Human Rights Funders Group. For INWF, examining diverse ways of building the sustainability of women's funds and sharing these experiences with the broader philanthropic community is critical. INWF initiated this research in order to better understand the roles that women's funds in the Global South and East play in increasing

support for women's rights movements through their local resource mobilization, at a moment where women's rights seem to be the focus of many funders in the Global North, but local resource mobilization efforts receive minimal support. INWF is committed to supporting the efforts of women's funds to mobilize local resources in light of the vital contribution of these strategies to increasing the sustainability of women's rights movements worldwide.

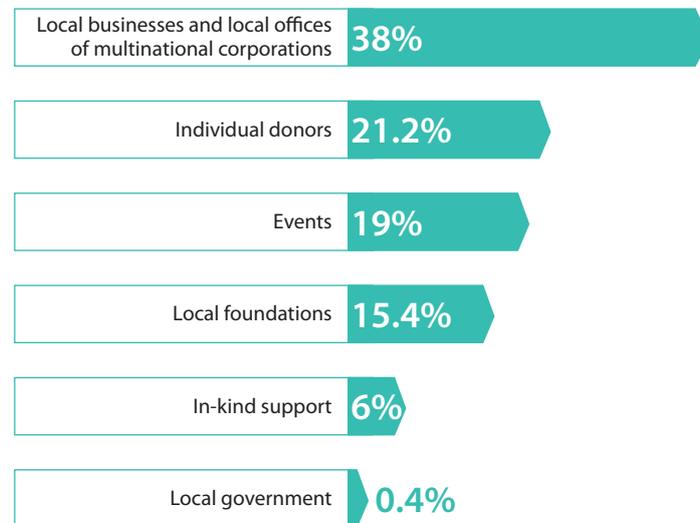
LOCAL RESOURCE MOBILIZATION: WHY IS IT "WORTH IT"?

"Our fundraising was never about raising money only. It was and is about raising support for women's rights. We recognize that women's participation – not only political but also economic – is essential for development. Economic participation includes participating in philanthropy." Bolor Legjeem, Programs Director, MONES Mongolian Women's Fund

Local resource mobilization can be defined as a set of strategies or a process for raising financial and nonfinancial resources from local sources.⁵ These resources include direct grants, in-kind donations, volunteer support, and income generation, among others.

The ten funds featured in this research mobilized over \$800,000 total of local monies in 2014, a number insufficient to bring about the level of social change women's funds and their grantees are working to achieve, but one that shows both the potential of local support and the need to further invest in these strategies to sustain women's rights work.

5. Batti, Rehema C. "Challenges Facing Local NGOs in Resource Mobilization." *Humanities and Social Sciences*. Vol. 2, No. 3, 2014, p. 57-64. Web. <http://article.sciencepublishinggroup.com/pdf/10.11648.j.hss.20140203.12.pdf>

Breakdown of local funding by source:

INWF Data, 2015

All ten funds featured in this study have found that their local resource mobilization work has led to progress on numerous other objectives, including:

- Raising awareness about women's rights among individuals outside of activist circles, within philanthropy, and in the corporate sector;
- Increasing the visibility of the fund and the work of its grantees;
- Moving donors along a continuum, from one-time charitable donations to long-term investment in social change;

- Building a lasting local constituency of support that leads to collective action to advance women's rights and promote feminist philanthropy⁶;
- Strengthening local philanthropy and shifting the primary focus from direct services to systemic change; and ultimately,
- Reshaping access of women-led groups to funding and support and increasing the sustainability of local and regional women's rights movements.

These case studies help to show how women's funds are utilizing local resource mobilization as one tool to shift internalized beliefs and attitudes, social and cultural norms, formal policies, and access to resources.⁷ Examples include: 1) challenging perceptions that all women enjoy full equality in Argentina; 2) launching a radio ad in South Africa to reveal how sexual violence is less appalling to the public than profanity; 3) a fundraising campaign among the Ukrainian diaspora to push for equal compensation laws for women soldiers; and 4) launching a crowdfunding campaign to channel resources to young women-led initiatives in Hong Kong.

These case studies also illustrate that while all ten funds encounter challenges associated with the lack of a progressive philanthropic culture, philanthropy in the Global South and East is not homogenous. Each context in which these ten funds operate has a rich history of generosity with its own characteristics of giving.

Similarly, the funds themselves have diverse histories of engagement and varying degrees of experience with local resource mobilization, from as few as five years to over two decades.

- 6. For more information about feminist philanthropy, see: Miller, Kellea and Caitlin Stanton, with Esther Lever "5 Principles of Global Feminist Philanthropy." 2012. Web. http://ncrp.org/files/rp-articles/ResponsivePhilanthropy_Summer12_Miller.pdf
- 7. Arutyunova, Angelika and Cindy Clark. "Watering the Leaves, Starving the Roots. The Status of Financing for Women's Rights Organizing and Gender Equality." 2013. Web. <http://www.awid.org/publications/watering-leaves-starving-roots>

Snapshot of 10 Women's Funds (USD)

- The oldest was founded in 1990; the youngest in 2008
- 5 funds have one to three full-time staff
- Organizational annual budgets:



- Average size of grants:
 - » 6 funds: between \$1,500 and \$4,000
 - » 4 funds: between \$5,000 and \$20,000
- Percentage of annual revenue from local sources ranges from 2% to 82%
- All except for one fund received support within one year of attempting to raise funds locally

Most Common Local Sources of Support



INWF Data, 2015

Despite the differences, these ten funds grapple with many of the same tensions, including:

- How to engage potential donors with different perspectives, while staying true to their identity and values? When is there an opportunity to change mindsets and when might this compromise an organization's work?
- How best to balance the necessary investment of resources to engage new and potential supporters of women's rights, such as for dedicated fundraising staff or targeted communications strategies, without diverting funds from grant-making to women's organizations?
- How to push for change in local philanthropy, while building on the local cultures of giving that already exist?
- As personal stories often resonate with potential donors, how to balance a focus on individuals with long-term goals of society-wide structural change?

To explore responses to these questions, each fund has engaged in or is in the midst of a five- to ten-year trial-and-error period to help determine which approaches resonate most in their particular contexts. There are notable trends among effective strategies, challenges, and lessons learned.

WHAT WORKS?

- **Relationship-building:** Relationship building is the cornerstone of local resource mobilization. Every fund stressed the importance of investing staff time and other resources into building relationships face-to-face. As Soraya Mentoer,

formerly with WHEAT Trust, states, "Fundraising is not sitting in front of a computer sending emails." This is particularly pronounced with corporations, which in some cases take years of dialogue to obtain support.

- **Strategic communications:** Strategic communications was consistently mentioned as both a vital strategy and an area for growth. As each fund expands beyond its usual circles, targeted and accessible messaging is proving critical to engaging new supporters. WHEAT Trust and Semillas in particular have mounted compelling communications campaigns that have considerably raised their visibility, and thus the visibility of women's rights issues and organizations, among new audiences.

In addition, mobilizing support is often most effective when sharing a specific story and making a concrete connection to the impacts of donating. One example is Reconstruction Women's Fund's *Sisters are Doing it Best* campaign-events to highlight the important work of women to create change within Serbia, while raising funds to support RWF's grantmaking. Each event raises funds in support of a specific community, such as a village with a long history of exclusion severely affected by the May 2014 floods. It also helps if the cause is timely, such as supporting internally displaced people in Ukraine or addressing needs in the wake of hurricanes in Mexico.

- **Innovation and fun:** Another effective strategy is marketing the act of donating as appealing and attractive. One example is Semillas' growing focus on young professionals: the fund frames donating as "cool for young people and part of a modern lifestyle." Semillas has also begun organizing

events based on the type of events people enjoy, regardless of whether they are invested in the mission, such as its upcoming 25th anniversary celebration, which will include a concert by a famous singer-songwriter. A second example is Reconstruction Women's Fund's *Sailing with Reconstruction* event, which connects women who face high levels of discrimination, such as lesbians and women from rural areas, with people from different backgrounds to increase understanding about the many challenges that women face. A RWF staff person's friend offers the boat at no cost and any money raised supports the funds' grantmaking.

Another strategy is using innovative ideas to push boundaries of the local philanthropic climate, while still taking advantage of the existing culture of giving. One successful example has been MONES' 100 Leader Relay campaign, inspired by the model used by Korean Foundation for Women, which encourages donors to be fundraisers among their personal networks.

- **Tenacity:** It takes time to build relationships and trust, both of which are critical for mobilizing support for women's rights. This is particularly true in contexts with frequent corruption, unstable political landscapes, and high income inequality. All ten funds spent five to ten years exploring and trying out various strategies for mobilizing local support before discovering effective approaches. For the African Women's Development Fund, a leading African donor that has provided more than \$26 million in support of 1,235 women-led organizations over the past 15 years, collaborating with corporations has been a slow-moving process. After ten years of conversations with several companies, AWDF began a partnership with the Newmont Ahafo



Development Foundation, the private foundation of Newmont, an American mining company, where it helped the foundation set up internal systems, provided trainings on board development, and jointly crafted a grantmaking program to support affected communities. In addition to AWDF receiving \$30,000 in unrestricted funds for its work, this collaboration has led to longer-term consideration by the foundation as to how women are uniquely affected by each of its projects.

WHAT DOESN'T WORK?

- **“Insider” language:** Many funds spoke to the tension of promoting feminist and rights-based philanthropy when this language doesn't resonate with the intended audience. Corporations are one example in which concepts, approaches, and motives differ, and sometimes clash. As Jenny Barry, Head of Development, Semillas explains, “It's important to distinguish fundraising strategies from programmatic work. The fact that we may initially avoid using the term “feminist” with a specific segment of donors doesn't mean that we cease to be a feminist organization.”
- **Framing local resource mobilization solely as fundraising:** Approaching local resource mobilization as only focused on money ignores many other potential opportunities. As Sara Mandujano, Executive Director, Fondo Alquimia, stated about Alquimia's individual donor network, “If we need to conduct a campaign about advancing abortion rights, the network members will be there for us and that's important.” A few funds commented that they had at first regarded local resource mobilization as an ad hoc activity, without its own budget, but soon realized that it is a process that connects to and advances many of their broader goals.
- **Only focusing on money:** Several funds realized that only requesting cash limits potential support. In-kind donations, for example, are particularly appealing to corporations and can open doors to allow for building longer-term relationships. A specific example of non-monetary support from a company is Ukrainian Women's Fund's partnership with IBM. Volunteers from IBM worked with UWF to develop a

strategy for corporate engagement, resulting in a communications plan, recommendations for building corporate partnerships, and profiles of potential partners.

WHAT ARE THE BIGGEST CHALLENGES?

- **Philanthropic culture:** Undeniably, the lack of progressive philanthropic cultures in most of the countries in the Global South and East is one of the biggest challenges women's funds face, and which they are working to overcome through various strategies. In each context, there is a strong local culture of giving, but it is primarily focused on friends, family, and, in some cases, religious institutions. Broadening that focus to include long-term structural change and support to grassroots women's organizations is a key objective of women's funds, albeit at times a difficult and slow-moving process.
- **Weak philanthropic infrastructure and disabling legal and fiscal environments:** Funds cited numerous factors in their philanthropic environments that make grantmaking and resource mobilization difficult, including high bank charges for money transfers, no or low tax incentives, and a lack of convenient mechanisms for making donations. The broader disabling environment for civil society also poses significant barriers, through policies that place high administrative burdens on organizations and scrutinize nonprofit financial and legal records, limit cross-border funding, and strictly regulate NGO registration. This is particularly challenging for regional funds, as they need to navigate across national lines. Most of the funds are collaborating with peer

local donors to advocate for more permissive and encouraging laws for social change philanthropy. As one example, the South Asia Women's Fund consistently navigates complex financial systems and registration requirements across each of the five countries in which it funds, including not having been able to raise funds in India until it registered a national entity. Now that the registration is complete, the national entity can raise funds in India, but these funds cannot be granted to organizations based outside of the country.

- **Staff capacity:** Most funds felt that staff capacity was one of the greatest limitations to strengthening and expanding their local resource mobilization work. In each case, funds have identified promising new opportunities to increase support; however, they do not have the staff time to invest in developing new relationships or creating targeted communications plans for these funds. As one example, HER Fund recognizes that there is significant potential to increase understanding of women's rights across a larger network if it could devote additional staff time to engaging with high-net-worth and other individual donors. Based on this opportunity, the fund has decided to hire a full-time junior staff person to support its Executive Director with donor engagement.

RECOMMENDATIONS FOR DONORS

"The promotion of a feminist philanthropy locally requires a greater investment." Sara Mandujano, Executive Director, Fondo Alquimia

As illustrated through these case studies, women's funds play a critical role in building local constituencies of support for women's

rights and expanding available resources for social change work. However, their means of effectively exploring new opportunities and taking promising approaches to the next level remain limited. Below are recommendations for donors interested in expanding local support for women's rights in the countries and regions in which they fund.

1. **Provide flexible funds to develop and pilot innovative strategies.** Funding to support experimentation with local resource mobilization strategies provides women's funds room to explore new ideas to discover which issues resonate most with potential supporters, which strategies are most effective at increasing engagement, and how to best shape their local cultures of philanthropy.

As one example, MONES recently received a \$15,000 grant from the Global Fund for Community Foundations to explore online fundraising options. This is the Fund's first grant specifically in support of local resource mobilization, and will not only enable it to build and strengthen its own online fundraising from local and international donors, but also pave the way for the entire NGO sector in Mongolia.

Additional funding also helps women's funds scale up strategies that work well. As one example, Fondo de Mujeres del Sur is currently piloting a "direct dialogue" campaign. FMS developed this street outreach initiative to test the perception that individuals in Latin America are only interested in donating to charity, not social change, and to better understand which issues are of greatest interest to the general public, increase awareness about women's rights, and raise funds to support FMS's grantmaking. Through less than four weeks of outreach in Córdoba and Mendoza, FMS has raised \$2,400 from 94 people in support of its grantmaking to advance

women's rights. More funding would enable FMS to pilot this promising strategy in other cities in Argentina, such as Buenos Aires and Rosario.

- 2. Support communications.** Eight funds cited support — in the form of funding and training — for communications and marketing as one of their top two needs for effective local resource mobilization. With stronger, consistent, more poignant, and more comprehensive communications materials and strategies, the funds can persuasively convey their messages and heighten their profile, helping to increase local support. As Sara Mandujano states, "I think that people want to give but they don't know us. How can they give to us if they don't have a way to know us?"

Recent research lends evidence to the significant potential for gains in local support for human rights organizations in the Global South. The Human Rights Organizations (HRO) project, a multi-year, multi-country research and public engagement effort, has conducted polls of more than 10,000 people in Mexico, Colombia, Ecuador, Morocco, Nigeria, and India to better understand the general public's exposure to, perception of, and support for human rights activists and organizations. Initial findings show that, while on average only 3% of people polled actually donate to human rights organizations, the general public largely has positive associations with "human rights." Preliminary conclusions of the research assert that familiarity of the public with human rights terms, organizations, and activists consistently boosts trust and that greater familiarity leads to more support.⁸ The authors also conclude that charity-focused philanthropic cultures can change, albeit if international donors invest in local fundraising by local human rights organizations, with uncertain, short-term results.⁹

On average, INWF members from the Global South and East currently spend 0.9% of their annual budgets on communications and 4.5% on fundraising, including donor education. As one reference, Amnesty International Canada, a much larger human rights organization, spends 13% of its budget on communications, marketing, and raising public awareness and 31% on fundraising and recruiting and retaining human right supporters.¹⁰

- 3. Support South-South exchanges and joint resource mobilization efforts.** Many of the funds reported that learning from one another's local resource mobilization strategies, successes, and failures has been vital in strengthening their own work in this arena. As one example, MONES' strategy of placing donation boxes at popular businesses and banks, raising \$3,700 in 2014, was inspired and informed by HER Fund. Reconstruction Women's Fund, as a second example, began its individual donor network after learning from the experiences of Fondo Alquimia. In addition, Fondo Alquimia shaped its individual donor network based on the model used by Semillas. INWF helps to make these connections and facilitate learning and experience sharing between funds.

Women's funds are also engaged in joint local resource mobilization efforts. One example is CONMUJERES, a consortium of INWF member funds from Latin America that aims to advance women's rights in the region through collectively mobilizing local resources. CONMUJERES is working in alliance with other INWF member funds on this initiative to further strengthen feminist philanthropy in the region and cultivate additional local sources of support. The consortium emerged based on the success of a regional effort to fund more than 60 LBT groups across 17 countries. CONMUJERES

8. Ron, James and David Crow. "Who Trusts Local Human Rights Organizations? Evidence from Three World Regions." *Human Rights Quarterly*. February 2015. <http://jamesron.com/documents/scholarly-forthcoming-who-trusts.pdf>

9. Ron, James, Archana Pandya, and David Crow. "Universal Values, Foreign Money: Funding Local Human Rights Organizations in the Global South." Forthcoming, *Review of International Political Economy*. 2016. http://jamesron.com/wp-content/uploads/2015/09/RIPE_Resub_09_04_15-Combined_Web1.pdf

10. Amnesty International Canada. Financial Information Web. <http://www.amnesty.ca/about-us/financial-information>

is one example of collaboration at a regional level, as well as within sub-regions and by theme within that scope.

- 4. Facilitate connections.** Donors play an important role with facilitating connections between women's organizations and strategic allies. Connections that could be particularly useful for local resource mobilization are with multinational companies with local or regional offices, communications firms, or coaching services to learn how to better engage with specific donor sectors, such as corporations. For example, WHEAT Trust in South Africa receives in-kind support (valued at over \$38,000) from Saatchi & Saatchi, an international marketing firm. They collaboratively develop innovative, and at times provocative, print, radio, and video communications campaigns.

Another example is the South Asia Women's Fund, whose board members have been instrumental in making linkages between SAWF and high-net-worth individuals and corporations. "We are speaking with corporate donors, but it doesn't have the same effect as when their peers approach them," says Anisha Chugh, Director of Programs, South Asia Women's Fund. As a second example, due to a Board connection, HER

Fund has developed an ongoing relationship with the local branch of a family foundation associated with an international company. In mid-2015, the foundation agreed to match half of HER Fund's annual grantmaking budget for the next three years, raising the total grantmaking budget in 2015-2017 from \$65,000 to \$90,000 per year in support of marginalized women and girls.

- 5. Support and share documentation of experiences with local resource mobilization.** As women's funds and other women's organizations in the Global South and East increasingly explore mobilizing local resources for their work, it is important for them to learn from one another's strategies, challenges, and lessons learned. Funders can help support additional research, further documentation of experiences, and dissemination to relevant actors. Examining progress over time will help the philanthropic and activist communities better understand how local support for women's funds and other groups significantly contributes to ensuring the sustainability and vibrancy of women's movements over the long term at local, regional, and international levels.

Supporting Partners

Mama Cash

For three decades, Mama Cash has pursued the vision that every woman, girl, and trans person in the world will have the power and resources to make their own choices, have control over their bodies, and participate fully and equally in creating a peaceful, just, and sustainable world.

Mama Cash is also helping to foster a strong global architecture of women's funds so that local and regional women's movements can grow in scale, influence, and collective power. The women's funds Mama Cash supports:

- build the emerging movements of the most invisible and marginalized women, girls, and trans people
- develop local leadership, activist networks, and donor communities
- bring international attention to local and regional issues
- respond quickly to urgent local needs
- build the infrastructure of the international women's movement

Mama Cash supports about 100 organizations, networks, and women's funds from around the world each year. Since 1983, Mama Cash has awarded more than €37,000,000 to women's, girls', and trans rights groups that are working to change the world.

International Human Rights Funders Group

IHRFG's mission is to assist funders in strengthening the impact and strategic effectiveness of their human rights grantmaking. For over 20 years, IHRFG has served as a hub through which human rights funders share grantmaking strategies, learn from peer successes, initiate new collaborations, and deepen their understanding about the state of human rights funding.

To achieve this mission, IHRFG aims to:

- build stronger and expanded learning, peer education, and community among funders;
- cultivate thought leadership about future directions for human rights philanthropy;
- deepen understanding of human rights grantmaking among rights funders and within the broader philanthropic community;
- expand opportunities for member engagement in shaping policies relevant to human rights funding;
- partner with regional and local networks to support the growth of local philanthropy for human rights worldwide; and, ultimately,
- increase overall funding for human rights.

NOVEMBER 2015

African Women's Development Fund

This case study explores strategies, challenges, and opportunities with African Women's Development Fund's (AWDF) local resource mobilization. As the only pan-African women's fund on the continent, AWDF aims to build on the long history of generosity in Africa by channeling funds to support women's groups challenging discrimination and inequality in their communities. Through its leadership and long-time involvement with African Grantmakers Network, now known as Africa Philanthropy Network, training with corporations in the extractives sector, and engagement with individuals, AWDF is significantly contributing to building a community of support for women's rights across the African continent.

African Women's Development Fund

At-A-Glance (\$=USD)

- Over the past 15 years AWDF has provided more than \$26 million to 1,235 women-led organizations in 42 African countries. In 2014 alone, AWDF gave \$2.38 million to 149 women's groups in 18 countries.
- AWDF is the largest women's fund in Africa and was the 16th-largest human rights donor globally by number of grants in 2012.
- AWDF is a founding member of the African Grantmakers Network (now known as Africa Philanthropy Network), a continent-wide network that facilitates experience sharing and learning among African philanthropic institutions, as part of its mission to grow and strengthen philanthropy on the continent.
- AWDF mobilized \$610,000 within weeks to support the response of women's rights organizations fighting Ebola in Liberia, Sierra Leone, and Guinea, primarily from international donors.



Authors: Christen Dobson with Lucía Carrasco Scherer

Contributor: Abigail Burgesson

Proofreading: Sally A. Fay

Photos: African Women's Development Fund

Design and Layout: Storm. Diseño + Comunicación

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Collective Change: The Value of Mobilizing Local Resources for Women's Rights in the Global South and East is a joint initiative led by the International Network of Women's Funds, Mama Cash and the International Human Rights Funders Group.



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Contact: info@inwf.org

I. THE STATE OF PHILANTHROPY IN AFRICA

"Philanthropy is not new to Africa. The continent has known philanthropy for a very long time and women have always played critical roles. Africans give and give generously. The new idea is giving to an organized cause, not solely to family, friends, or relatives." Abigail Burgesson, Special Programmes Manager, African Women's Development Fund

African scholar Bhekinkosi Moyo, who has written extensively about African philanthropy, describes it as "perhaps being best captured by the notions of 'solidarity and reciprocity' among Africans and some of the features that accompany relational building. As a result, culture and relational building are central attributes in defining what philanthropy in the African context looks like. Philanthropy is intrinsically embedded in the lifecycle of birth, life, and death or many, if not all Africans. At any given time, one is either a philanthropist or a recipient of one kind or another of benevolence."¹

Contemporary African philanthropy includes both "horizontal" and "vertical" dimensions, building on a long history of generosity across socioeconomic classes.² Africa's history of "horizontal" giving includes help given by people to their extended families and their communities, such as through cooperatives or savings clubs. This type of giving has often gone unrecognized in conversations about formal philanthropic models.³ "Vertical" expressions of philanthropy in Africa are growing and include community foundations, private foundations, corporate philanthropy, and individual giving. According to Moyo, motivations for giving are many and include the Southern African concept of "ubuntu," which refers to humanity towards others and a sense of interconnectedness and reciprocity, as well as personal religious beliefs and a drive to contribute to more equitable development, among others.⁴



1. Moyo, Bhekinkosi, and Katiana Ramsamy. African Philanthropy, Pan-Africanism, and Africa's Development. *Development in Practice* 24:5-6 (2014): 656-71. DOI: 10.1080/09614524.2014.937399. Web. <http://www.bhekinkosimoyo.com/downloads/philanthropy-development-in-practice.pdf>
2. Moyo, Bhekinkosi. "Philanthropy in Africa: Functions, Status, Challenges, and Opportunities." *Global Philanthropy* (eds. N. MacDonald and L. de Borms). London: MF Publishing, 2010, 259-269. Web. http://www.bhekinkosimoyo.com/downloads/philanthropy_in_africa_functions_status_challenges_and_opportunities.pdf

3. Mahomed, Halima, and Bhekinkosi Moyo. Whose Agenda? Power and Philanthropy in Africa. *Alliance* 18:3 (September 2013). Web. <http://www.alliancemagazine.org/feature/whose-agenda-power-and-philanthropy-in-africa/>
4. Moyo, Bhekinkosi. "Philanthropy in Africa: Functions, Status, Challenges, and Opportunities." *Global Philanthropy* (eds. N. MacDonald and L. de Borms). London: MF Publishing, 2010, 259-269. Web. http://www.bhekinkosimoyo.com/downloads/philanthropy_in_africa_functions_status_challenges_and_opportunities.pdf

A growing group of African foundations is actively working to strengthen African philanthropy to address inequality and promote sustainable and equitable development. The African Grantmakers Network (AGN, now known as Africa Philanthropy Network), founded in 2009, is a continent-wide network that facilitates experience sharing and learning among African philanthropic institutions and serves as a platform for collective action. AGN's primary objective is to establish, promote, and strengthen philanthropy in Africa using funds from Africa. Members span the continent and focus on a wide array of issues. Founding members include Trust Africa, based in Senegal; Kenya Community Development Foundation; and African Women's Development Fund (AWDF) based in Ghana, among others.

In just six years, the membership of AGN has grown from nine to twenty-two foundations. Nearly 300 people attended AGN's most recent conference, which was co-organized with AWDF. For the first time, members covered 65% of the costs associated with this event, rather than heavily relying on external funding as in the past.⁵ AWDF's grantmaking to sustain gender equality across the continent was celebrated at the conference, including by Nobel Laureate Leyma Gbowee, who publicly acknowledged the role of AWDF's funding in helping to start and sustain the Liberian women's movement towards peace building that ultimately contributed to the end of the Liberian war.⁶ This conference also prominently highlighted numerous contributions of African women to philanthropy on the continent. In addition, a number of African foundations have formed the Africa Social Justice Philanthropy Group, which believes that local giving in Africa could be an even more significant resource for transformative development and is committed to growing funding in this area.⁷



5. Murisa, Tendai. A Watershed Moment for African Philanthropy. *Alliance* (18 August 2015). Web. <http://www.alliancemagazine.org/article/a-watershed-moment-for-african-philanthropy/>

6. Ibid.

7. Ombati, Kepta. "The Africa Social Justice Philanthropy Group: More Revolutionaries or Resolutionaries?" 23 June 2014. Web. <http://www.p-sj.org/node/1640>

II. WHO IS THE AFRICAN WOMEN'S DEVELOPMENT FUND?

"AWDF's mission is to mobilize financial, human, and material resources in support of African women and the work of African women's movements to advance women's rights and gender equality. AWDF believes that if women and women's organizations are empowered with skills, information, sustainable livelihoods, opportunities to fulfill their potential, and the capacity and space to make choices, this will lead to vibrant, healthy, and inclusive communities."⁸

AWDF is the first pan-African grantmaker committed to advancing social justice, economic empowerment, and women's rights philanthropy across the continent. AWDF is the largest women's fund in Africa and in 2012, was the 16th-largest human rights donor globally by number of grants and one of two African foundations among the top 20 donors.⁹ Since 2001, AWDF has supported movements and initiatives of women without access to mainstream sources of funding. Over the past 15 years AWDF has provided more than \$26 million to 1,235 women-led organizations in 42 African countries. In 2014 alone, AWDF gave \$2.38 million to 149 women's groups in 18 countries.

Through its support to women's rights organizations, collaboration with other African women's funds, and engagement in promoting African giving, AWDF is a leading force for women's rights philanthropy across Africa. Since its founding, AWDF has encouraged the growth of African philanthropy and promoted increasing understanding of African women's roles in philanthropy and as agents of change. According to Abigail Burgesson:

"AWDF's position, together with the other African women's funds, is actually to raise consciousness about feminist giving every time the need arises. That is what we do as part of our role in developing African philanthropy."

AWDF makes grants ranging from \$1,000 to \$50,000 in the following areas, as well as provides multi-year grants of up to \$120,000 per year. AWDF's grantmaking supports:

- Women's Human Rights
- Economic Empowerment and Livelihoods
- Governance, Peace, and Security
- Health and Reproductive Rights
- HIV/AIDS
- Arts, Culture, and Sports

AWDF is often among the first funders of an organization; in 2012, 60% of AWDF's grantees operated on budgets less than \$100,000 per year. AWDF's support ranges from direct grants, capacity building, and technical assistance to national, regional, and international processes. AWDF also supports advocacy and movement building through the African Feminist Forum. In addition, AWDF recognizes the importance of the arts as a tool for social justice work and a medium to train, nurture, and raise the profile of African women through their creative works and expression. AWDF aims to support African women who use art mediums to change perceptions about African women and promote women's rights.

- ⁸. Chinery, Nafi. "Proposal and Report Writing Manual for Small-Medium Sized Women's Rights Organizations." African Women's Development Fund. 10. 2013. Web. http://awdf.org/wp-content/uploads/AWDF_Proposal_Writing_manual_for_web.pdf
- ⁹. International Human Rights Funders Group and Foundation Center. Advancing Human Rights: Update on Global Foundation Grantmaking Key Findings. 2015 Edition: 5. Web. <http://humanrights.foundationcenter.org/key-findings/>



III. AFRICAN WOMEN'S DEVELOPMENT FUND'S LOCAL RESOURCE MOBILIZATION: BUILDING SUPPORT FOR AFRICAN WOMEN ACROSS THE CONTINENT

"This is an exciting time for the feminist movement in Africa. Our wealth has been and continues to be our passion, commitment, solidarity, and contestation. This provides new opportunities for learning and growth, creativity, knowledge and increasingly, our money and economic security. We are challenging the dominant development narrative that depicts us as passive recipients of external aid to one in which we are the active agents of the change we envision. We are putting our money where our hearts are!" Sarah Mukasa, Director of Programmes, AWDF

According to Abigail Burgesson, local resource mobilization is an "undiscovered gold mine." The Fund is currently pursuing various strategies to increase local support for women's rights across Africa through the engagement of relevant stakeholders, including governments, financial institutions, individuals, and foundations.

AWDF recognizes that local fundraising is inextricable from building constituencies of support for women's rights. AWDF aims to build on the long history of generosity in Africa by channeling funds to support African women's groups to challenge discrimination and inequality in their communities.

In addition, securing additional local support will help address one of AWDF's challenges with sustainability: most of its current funding is restricted. According to Abigail, "receiving money for

providing services locally goes a long way to untie our hands to give more grants, support new initiatives, and maintain ourselves as an organization.”

To date, AWDF has mobilized resources from the following local sources:

Corporations

AWDF's engagement with corporations has two primary aims:

1. raising consciousness and transforming thinking about women's rights inside corporations, and
2. securing financial support for AWDF's grantmaking to support women's initiatives.

A recent success is AWDF's partnership with Newmont Ahafo Development Foundation (NADeF), the private foundation of Newmont, an American mining company in Ghana, through which it earned \$30,000 in unrestricted funds. When Newmont began its own foundation, it approached AWDF to learn from the Fund's experience. Through an 18-month-long partnership, AWDF helped the foundation set up systems, provided trainings on board development, and jointly crafted a grantmaking program to support affected communities. Prior to this partnership, corporate social responsibility work focused on the people it could easily connect with in the communities in which it works –typically men. AWDF's support helped the foundation design grantmaking programs that involve women and other marginalized people in affected communities as decision makers, not solely as beneficiaries. This work also led to longer-term consideration for how women are uniquely affected by each of its projects. AWDF is continuing its partnership with NADeF to provide governance, gender, and grantmaking training for other initiatives.

The funding earned through this partnership enabled AWDF to cover expenses it was not able to with restricted income from international sources. This partnership has also raised AWDF's visibility within the mining industry and corporate sector more broadly. In 2014, NADeF was awarded the “Best Social Impact Project in Africa” by the EU-Africa Chamber of Commerce and publicly acknowledged AWDF for its support.

NADeF has also facilitated connections between AWDF and its other foundation in Ghana for AWDF to provide similar training and expertise.

It took AWDF ten years of dialogue with companies prior to starting its partnership with NADeF. AWDF has found securing support from corporations to be slow-moving and difficult for several reasons. One is the tendency for corporations to directly fund community organizations and their lack of understanding of the role of a local fund. Another is that most corporations do not focus on social justice or human rights, preferring charity-oriented projects. AWDF has tried marketing its thematic areas that aren't as explicitly rights focused, such as its work on breast cancer and reproductive health, but this tactic hasn't yet been successful. A common response to AWDF's requests is that the company's current level of production is low or that the company does not make the type of investment that AWDF is requesting. Most companies tend to invest in schools, sports events, or beauty pageants. AWDF does occasionally receive in kind contributions from corporations for special events.

The most successful method of engaging with corporations thus far has been to approach them as an expert in women's empowerment that can help design their programs and build their profile. In some cases, companies have had negative experiences directly implementing their own corporate social responsibility

projects and are interested in learning from an accomplished and knowledgeable partner. AWDF's long history and expertise in supporting women's rights across the continent is a significant asset. AWDF is also exploring how to secure contributions from companies with which it does business. Barclay's, the bank that holds AWDF's account, is one example. Barclay's recently gave AWDF one-time support for The Nana Yaa Memorial Trust, one of AWDF's grantees, to support access to high-quality maternal health care.

Another recent example, is AWDF's collaboration with a local company, NMJ Entertainment for International Women's Day. Through this partnership, the company mounted three billboards featuring AWDF's images involving grantees, staff and projects in key locations in Accra for three months, increasing visibility of AWDF's grantmaking.

Changing perceptions about African women through the arts is also a key priority of AWDF's work. In July 2015 AWDF partnered with the Golden Movie Awards (GMA) to co-sponsor the "African Women in Film" Award to celebrate an African woman in the film industry who challenges stereotypes about African women in her work. The awardee was Tope Ogun, a Nigerian director of the film *New Horizons*, about violence against women. In September 2015, AWDF will collaborate with GMA on a one-day capacity-building program that brings together African women filmmakers, actresses, producers, writers, and content creators to share advice and mentoring for African women in the movie industry in order to help change dominant narratives about African women.

Individuals

A key priority for AWDF is developing relationships with high-net-worth individuals, as the number of high-net-worth individuals continues to grow across the continent.



AWDF increasingly provides informal advisory services to individuals or groups interested in setting up their own foundations. While AWDF has yet to formally charge for these services, it is increasing consciousness about women's rights and raising the visibility of its own work and the grantees it supports. As one example, AWDF is working with a group of African youth that want to pool their money to set up a fund that would be managed by AWDF.

AWDF also cultivates local donors at other income levels to benefit from Africa's strong traditions of giving. Despite the lack of mechanisms for giving across borders, people consistently find ways to give. AWDF recently established an online platform

through which individuals who have access to the internet can donate.

AWDF encourages individuals to give and increase support for women's rights through a number of means beyond direct financial donations:

- **Hosting a Movie Night:** AWDF encourages screening films that highlight diverse stories about African women at homes, churches, community centers, or local movie theaters. Screenings are a way to both fundraise and increase awareness about women's rights in Africa.
- **Donating Online Resources:** AfriREP is an online public resource center documenting the vitality of the women's rights movement across Africa. The resource center can be supported by donating books, articles, films, music, newspapers, magazines, journals, or other information.
- **Donating Items:** AWDF accepts equipment donations, such as computers, printers/scanners, vehicles, bicycles, and factory machines.
- **Celebrating an Important Woman:** AWDF encourages people to make a contribution in honor of women who have made a positive difference in their lives. Contributors submit the name and photo of their loved one along with the donation and they will receive a creative e-postcard as thanks for the contribution. The e-postcard is also loaded onto AWDF's Facebook page to publicly acknowledge the significance of that contribution to the sustainability of women's organizations throughout Africa.

AWDF is working to shift perceptions about individual giving among both local and international donors in relation to emergencies. When disasters occur in Africa, most people think first of donating to well-known international organizations, rather than local funds. AWDF wants to increase recognition and use of existing funds on the continent for emergencies, as it can often move money more quickly to trusted partners. A recent success inspires this work: AWDF mobilized \$610,000 within weeks to support the response of women's rights organizations fighting Ebola in Liberia, Sierra Leone, and Guinea, primarily from international foundations.

Local Foundations

In 2006, AWDF received its first grant from an African foundation, the African Capacity Building Foundation (ACBF). This was ACBF's first foray into supporting women; prior to this grant, they had never directly funded capacity building for women or women-led initiatives. This grant was evidence of AWDF's successful work to increase the Foundation's understanding of the importance of supporting women. This funding enabled AWDF to scale up its Capacity Building Unit, which provides assistance to grantees with technical support and skills building, as well as direct grants to support organizational development processes such as policy formation and learning, monitoring, and evaluation.

Diaspora

The African diaspora is a significant source of support for the continent. Diaspora giving for Africa totaled approximately \$60 billion dollars in 2012¹⁰, exceeding funding from private foundations and bilateral and multilateral aid agencies.¹¹

10. The World Bank. "Remittances Create Safety Net for African Households." 26 June 2013. Web. <http://www.worldbank.org/en/news/feature/2013/06/26/remittances-create-safety-net-for-african-households>

11. Lemma, Soloma. "African philanthropy: the new drivers of development." The Guardian. May 7, 2014. Web. <http://www.theguardian.com/global-development-professionals-network/2014/may/07/africa-diaspora-philanthropy-development>



AWDF engages members of the African diaspora in support of the Fund's work. One mechanism is the African Women's Development Fund USA (AWDF USA). A sister organization to AWDF, since 2002 AWDF USA has supported AWDF's work in three ways: 1) helped to change narratives about African women; 2) raised AWDF's visibility in the United States; and 3) raised funds for AWDF.

A related important role that AWDF USA plays is that, as a 501(c)3 organization under US law, it can give receipts to US donors, providing a tax incentive for donating to help grow the network. AWDF USA is now trying to connect with additional young people to grow the network.



AWDF is exploring other strategies for how to better engage the diaspora, although developing a comprehensive strategy would require investing more staff time than AWDF has available at present.

Endowment Campaign

AWDF is actively trying to build an endowment to ensure that it has consistent funding to support women's empowerment across Africa for years to come. The endowment campaign is entitled "Women Changing Africa" and is co-chaired by President Ellen Johnson-Sirleaf of Liberia and Graça Machel of Mozambique. AWDF's endowment campaign seeks to raise \$15 million by 2020.

Grantee Resource Mobilization Training

In addition to AWDF's own local fundraising work, the Fund offers resource mobilization trainings for grantees in order to increase the sustainability of women's rights organizations across Africa. AWDF began offering these trainings in recognition of the lack of professionally trained and experienced fundraisers and the importance of this skill set for organizational sustainability.

In May 2013, AWDF organized a resource mobilization "boot camp," in collaboration with Resource Alliance, an international network dedicated to strengthening nonprofit organizations. This boot camp brought together 26 of AWDF's grantees from Uganda, Kenya, Ethiopia, Zimbabwe, Ghana, and Nigeria to support the development of their resource mobilization strategies.

Key deliverables from the training included:

- Draft resource mobilization strategies, which participants later finalized with their Boards of Directors;
- One-year resource mobilization work plans, which organizations then used to establish internal systems to ensure that resource mobilization is an ongoing priority; and
- Seven-month mentoring plans through which Resource Alliance consultants supported them to finalize their resource mobilization strategies.

Through its *Resource Mobilization Programme*, AWDF continues to offer four-day intensive participatory trainings to help develop grantees' resource mobilization strategies.

IV. THE PATH AHEAD

Building on 15 years of funding and support to African women-led initiatives, AWDF is committed to continuing to strengthen African philanthropy and shift perceptions about women's rights.

AWDF has identified a few needs to further strengthen its local resource mobilization, including:

- Contacts with people of influence at high levels, including governments and international financial corporations
- Opportunities to learn from other women's funds' experiences with local resource mobilization
- Additional resources to be able to spend staff time on cultivating relationships with corporations and high-net-worth individuals

Challenges for Philanthropic Giving in Africa: AWDF's Experience

AWDF is exploring creative options to address the greatest challenge it faces with mobilizing local resources - the lack of convenient mechanisms for giving in Africa. As AWDF is a pan-African fund, its local resource mobilization strategies transcend borders; however, giving mechanisms are still underdeveloped and country-specific. As such, it is logistically easiest for organizations to fundraise in the country in which they are based, which for AWDF is Ghana. The lack of mechanisms for giving across borders makes it difficult for AWDF to pursue promising opportunities to fundraise from individuals outside of Ghana.

One option AWDF is currently looking into is donating via mobile phones. As many Africans have mobile phones, it is a means for fundraising that could potentially cut across the entire continent. In its research on this possibility, AWDF is learning from its few grantees who have tried using mobile phones to leverage resources. They have primarily expressed concerns about the high investment of staff time required for minimal profit. The main factor is that telecommunications companies require

a payment of almost 50% of the funds raised for use of their services. AWDF has also spoken with Africa-based foundations, such as the Kenya Community Development Foundation, to learn more about their experience with mobile phone money transfer mechanisms, including M-Pesa, a service widely used in East Africa that enables users to transfer money via their mobile phones. AWDF has now identified one telecommunications company and one bank to partner with on this strategy and will engage in its first fundraising through mobile phones in the coming months.

Securing donations by credit card is difficult in some places on the continent. Most people do not have credit cards, so those who want to donate need to physically travel to the bank to initiate a transfer of funds, where in some cases, money transfer charges are prohibitively high. This makes it difficult to engage consistent individual donors who give on a monthly basis. For those that do have credit cards, some African countries do not accept credit cards from other countries on the continent, which posed a problem for participant registration

at the recent Africa Philanthropy Network conference. AWDF has established a direct debit payment system to facilitate ongoing monthly contributions from individual donors in Ghana, where the Fund is legally based.

In addition, as a pan-African funder, AWDF needs to grapple with domestic legislation affecting local fundraising in each country in which it works and find solutions that are viable across the continent. In many countries in which AWDF funds, receiving a tax receipt for a donation is not easy. As Abigail Burgess describes, "the legislation may be beautifully crafted on paper, but its implementation is near zero."

The Africa Philanthropy Network is currently discussing how to foster enabling environments for local fundraising and philanthropy across the continent. This requires not only developing philanthropic infrastructure, but also shifting thinking about giving for social justice more generally.

Interview: African Women Giving Back

The African Women's Development Fund is supported by individual women philanthropists from different walks of life, all across the continent.

Nana Yaa Nimako, one of AWDF's donors, has been giving to the fund for over five years. She is a teacher at the Ghana International School and teaches English as a Second Language.

Interview by: Nana Darkoa Sekyiamah

How did you first learn about the African Women's Development Fund?

Nana Yaa: I discovered through the internet that women from other parts of the world were spending their time, money, and resources to help underprivileged women in other parts of the world, including Africa. I thought if women elsewhere care about those in Africa, then I could do the same for women in my country.

What inspires you to continue supporting the AWDF?

Nana Yaa: It makes me happy to know that I am able to support a woman out there who I don't even know. That's my inspiration.

Which areas of women's rights work are you most passionate about?

Nana Yaa: I am most passionate about women's health. A lot of women in our part of the world do not have enough money to take care of their health needs.



I am especially passionate about providing support to women suffering from HIV and AIDS.

What would you say to other potential individual donors for the AWDF?

Nana Yaa: Come and give what you have. You do not need huge sums of money. Come out and donate to empower women. The doors are always open at the AWDF.



Local Resource Mobilization Case Study

NOVEMBER 2015

CASE STUDY 2

Fondo Alquimia

"The promotion of a feminist philanthropy locally requires a greater investment."

Sara Mandujano, Executive Director, Fondo Alquimia

This case study explores the strategies, challenges, and opportunities with Fondo Alquimia's local resource mobilization. This work goes beyond raising money from local sources to support Alquimia's sustainability. The fund aims to address a significant gap in local resources for women's rights in Chile and reduce civil society's dependency on government support by building a stronger local culture of social change philanthropy. Through its individual donor network, Fondo Alquimia engages men and women as long-term supporters and advocates for women's rights and gender equality.

Fondo Alquimia

At-A-Glance (\$=USD)

- Since 2002, Alquimia has distributed \$767,000 to 214 women's and trans* organizations.
- In 2014 alone, Alquimia gave 47 grants totaling \$120,894 in support of 32 organizations.
- In 2014, 15% of Alquimia's revenue came from local sources.
- Alquimia's individual donor network, *Red Confianza en Mujeres*, engages 251 men and women in support of women's rights. In 2013, members contributed over \$45,000 as unrestricted funding for Alquimia's work.
- Alquimia is actively participating in CONMUJERES, a consortium of women's funds from Latin America working to collectively mobilize local resources to advance women's rights in the region.



Authors: Christen Dobson with Lucía Carrasco Scherer

Contributor: Sara Mandujano

Proofreading: Sally A. Fay

Photos: Fondo Alquimia

Design and Layout: Storm. Diseño + Comunicación

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www.inwf.org

Contact: info@inwf.org

I. THE STATE OF PHILANTHROPY IN CHILE

Since 1890, official records in Chile have documented a tradition of social organization. Recent research on civil society in Chile reveals that the three years of President Salvador Allende's rule (1970-1973) were one of the most fruitful periods for the creation of civil society organizations. During the dictatorship of Augusto Pinochet (1973-1990), state-sponsored violence and repression caused a considerable decrease in the number of registered civil society organizations. However, vibrant grassroots activism challenged Pinochet's repressive rule and pushed for respect for human rights. Since Chile's return to a democratic system in 1990, the number of registered civil society organizations has notably increased.¹ Most of these organizations provide services and work on issues such as health, education, and arts; only a small number focus on progressive social change.

After the transition to democracy, based on research on the sustainability of the nonprofit sector, international resources for civil society decreased and the sector became largely dependent on the Chilean government for survival. This has meant a shift in organizations' orientation with the state from challenging repressive actions and policies to cooperation, as well as creating competition between non governmental organizations (NGOs) for these limited resources. This decrease in international support has led to some organizations narrowing their scope of work, reducing staff time, and in some cases, cutting programs altogether.²

Government agencies and ministries offer competitive grants programs, typically in support of short-term projects and only for specific topics selected by the government, which are not always aligned with the priorities of the NGO sector. In 2013, the greatest percentage of government grant funds focused on entrepreneurship, science and technology, poverty, development and innovation, and culture, not human rights or social justice.³



1. Alicia Sánchez, Álvaro Ramis, María Cristina Silva, Natalia Bozo y Constanza Fernández. "Diagnóstico, Mapeo y Sistematización de Mecanismos Públicos de Financiamiento Hacia Las OSC en Chile." Asociación Chilena de Organismos No Gubernamentales, ACCIÓN. 19. Web. <http://accionag.cl/biblioteca/diagnostico-mapeo-y-sistematizacion-de-mecanismos-publicos-de-financiamiento-hacia-las-osc-en-chile/>

2. Claudia Dides, Leslie Nicholls, Constanza Fernández, Natalia Bozo y Soledad Salazar. "Estudio en Caso: Incidencia y Sostenibilidad de las Organizaciones de la Sociedad Civil Chilena, 2013-2014." Asociación Chilena

de Organismos No Gubernamentales, ACCIÓN. 18. Web. <http://accionag.cl/biblioteca/estudio-de-caso-incidencia-y-sostenibilidad-de-las-organizaciones-de-la-sociedad-civil-chilena-2013-2014-3/>

3. Alicia Sánchez, Álvaro Ramis, María Cristina Silva, Natalia Bozo y Constanza Fernández. "Diagnóstico, Mapeo y Sistematización de Mecanismos Públicos de Financiamiento Hacia Las OSC en Chile." Asociación Chilena de Organismos No Gubernamentales, ACCIÓN. 58. Web. <http://accionag.cl/biblioteca/diagnostico-mapeo-y-sistematizacion-de-mecanismos-publicos-de-financiamiento-hacia-las-osc-en-chile/>

Another concern highlighted in this research is that overreliance on state financial support compromises organizations' political autonomy. Increased local funding for social change support would help to circumvent this concern by enabling civil society organizations to diversify their funding sources.⁴

The word "philanthropy" is not frequently used in Chile and has the connotation of an act associated with wealthy people. Framing giving as "donations" resonates more among the general public, although it is most often used in the context of delivering services in response to natural disasters, rather than financial support for social change. Some organizations in Chile do receive support from national and international companies through corporate social responsibility programs, as well as from individuals. However, the organizations that reported receiving individual donations in the aforementioned research on funding for civil society also reported that these resources were minimal compared with the amount they needed to continue their work.⁵

Fondo Alquimia, the only women's fund in Chile, aims to address this significant gap in local resources through funding grassroots groups and engaging individuals as long-term supporters of social justice. The fund intentionally does not receive state funding, as the government's focus on service-provision does not align with Alquimia's vision of social transformation. Fondo Alquimia offers both registered and unregistered groups working for structural change another option for support besides the state.

II. WHO IS FONDO ALQUIMIA?

"Feminist philanthropy proposes a horizontal model of relations inspired by solidarity and based on trust between donors and activists."

Sara Mandujano

Since 2002, Alquimia has distributed \$767,000 to 214 women's and trans* organizations. In 2014 alone, Alquimia gave 47 grants totaling \$120,894 in support of 32 organizations. The average size of these grants is \$4,000. In addition, Alquimia gave 15 small grants, averaging \$200 each, through its activist fund. Most of these organizations and activists are not been able to secure support from other sources.

Fondo Alquimia intentionally frames its grantmaking and local resource mobilization as being in support of human rights. With Chile's violent history, Alquimia has found that human rights language is almost always associated with "right to life" - freedom from executions and disappearances. Alquimia considers widening this understanding of human rights as part of its work to advance women's empowerment. Through its use of human rights language, Alquimia intends to 1) give human rights more relevance and meaning in people's daily lives and 2) convey that human rights are important enough to invest financial resources.

Fondo Alquimia aims to:

- Raise the visibility of women's organizations and help them acquire economic autonomy
- Increase the social participation of women in promoting and exercising their rights
- Promote feminist social justice philanthropy among individuals
- Contribute to the redistribution of resources to support women's rights
- Ensure that women's rights is an issue considered in national philanthropy

- **4.** Alicia Sánchez, Álvaro Ramis, María Cristina Silva, Natalia Bozo y Constanza Fernández. 31-32. "Diagnóstico, Mapeo y Sistematización de Mecanismos Públicos de Financiamiento Hacia Las OSC en Chile."
- **5.** Claudia Dides, Leslie Nicholls, Constanza Fernández, Natalia Bozo y Soledad Salazar. "Estudio en Caso: Incidencia y Sostenibilidad de las Organizaciones de la Sociedad Civil Chilena, 2013-2014." Asociación Chilena de Organismos No Gubernamentales, ACCIÓN. 17. Web. <http://accionag.cl/biblioteca/estudio-de-caso-incidencia-y-sostenibilidad-de-las-organizaciones-de-la-sociedad-civil-chilena-2013-2014-3/>



Alquimia operates several programs to achieve these aims:

- Resource development program: an effort to mobilize financial resources from individuals and institutions in Chile and contribute to building a local culture of feminist philanthropy.
- Labor rights program: a collaborative initiative with sister Latin American women's funds to support female workers in Mesoamerica and the Southern Cone. This initiative focuses on increasing the visibility of female factory and domestic workers, advancing legislative changes and compliance with international labor rights guidelines, and empowering female workers' movements. The project was supported by the Dutch government FLOW Fund and complemented by UN Women.
- Sexual and reproductive rights program: direct support to organizations working to protect sexual and reproductive rights, including women's freedom of choice, the prevention of HIV in Chile, and nondiscrimination for people living with HIV or AIDS.
- Activist Fund: support to actions to promote women's rights throughout Chile including public dissemination of materials, trainings, and demonstrations. It also supports expenses

associated with attending meetings nationally and internationally.

- Initiatives Fund: Started as Alquimia's first fund in 2002, these resources support work on timely, critical issues throughout the year. Grantees are selected by the groups that apply for support through a participatory process.

III. FONDO ALQUIMIA'S LOCAL RESOURCE MOBILIZATION: COLLECTIVELY CONTRIBUTING TO SOCIAL TRANSFORMATION

"Feminist philanthropy seeks to redefine philanthropy as a conscious and political act where donating to support women is seen as collectively contributing to social transformation and improving women's lives and their communities." Sara Mandujano

One of Alquimia's key objectives is to support the sustainability of women's and trans* rights movements in Chile by promoting a long-term culture of support. Through its resource development program area, Alquimia mobilizes local and international resources, as well as awareness about the rights violations women and trans* people face. In 2014, 15% of Alquimia's revenue came from local sources.

Alquimia views its fundraising as contributing to the creation of a more just, diverse, and respectful society. It understands that individual donations are a means of investing in social change that values human rights and the diversity of women.

Alquimia finds it easier now to fundraise locally than five years ago, as it has perceived a growth in social awareness of the need to contribute to women's organizations. In addition, as Alquimia now has a 13-year history, it is becoming more well known in society each year. The Fund sees considerable potential for expanding its work to promote local giving for women's rights, particularly through individual donors.

To date, Alquimia has mobilized local support through several strategies:

Red Confiando en Mujeres (Trusting in Women Network)

"The network doesn't only bring new donors, but also spreads new concepts to the country. In order to build a broader constituency of support, you need permanent and sustained action. Building a culture of philanthropy in support of women is not a matter of one day, it takes a long time." Sara Mandujano

In 2013, only one year after the individual donor network began, members contributed over \$45,000 in support of Alquimia's work. The network now consists of men and women who donate monthly, providing a consistent, unrestricted source of support for Alquimia's work.

The most important aspect of the network for Alquimia is engaging a community of people who collectively contribute to improving the lives of women and their communities. These donations are evidence that members trust Alquimia and believe that contributing to women's organizations makes a positive

difference in society. In addition to financial contributions, this network represents a constituency of support for women's rights over the long term. According to Sara Mandujano, "If we need to conduct a campaign about advancing abortion rights, they will be there for us and that's important. This is collective transformation."

The most successful strategy for keeping members engaged is organizing "círculos," or gatherings of grantees, donors, and staff. These gatherings help to decentralize fundraising from the capital city Santiago, where Alquimia is based, and expand the network to other regions in Chile. The círculos also address a lack of collective space to discuss women's rights. Alquimia feels that women's participation in Chile is low, as the only way of participating is voting every two or four years. These meetings offer a space for attendees to build relationships, learn from one another's experiences, and



collectively participate in shaping Chilean society. They also offer an opportunity for donors and grantees to develop relationships and learn more about one another. Most people who attend the círculos are already familiar with Alquimia's work and women's rights issues. Many of the attendees who aren't already members of the donor network join after participating in a círculo.

An internal cost analysis revealed that even though the expense of running the network has approximately equaled the amount raised to date, it is still an immensely valuable strategy. One benefit is that donations from network members are unrestricted, enabling Alquimia to support needs identified by its grantees as they arise, as well as cover operational expenses when needed; and that in addition, as individuals participate in the network, most develop a greater commitment to investing in women for years to come. Growing the *Confianza en Mujeres* network has been Alquimia's key strategy for establishing a culture of social change giving in Chile.

Building on the success of the past three years, Alquimia sees the network as offering the greatest potential for fundraising and raising awareness moving forward; however, this will require additional investment in identifying potential allies and new members and developing relationships with these individuals. It also requires an additional investment in communications to reach individuals not currently active in women's rights work. At present, Alquimia is focused on maintaining the network and securing additional support to facilitate its further growth.

Events

In addition to círculos, Alquimia organizes events annually to raise awareness about women's and trans* rights. While they are not always explicitly fundraising events, Alquimia sees these



gatherings as a means of keeping individual donors engaged and building trust.

Typically, three of these events are "foros," meetings where grantees, donors, and others convene to discuss and learn about a particular issue area. A recent event focused on the "sovereignty of body and land" and featured grantees' work to promote the right to abortion and food sovereignty. An uncommonly high number of young people attended, evidence of Alquimia's expanding reach. While most were not financially able to join the individual donor network, their attendance laid the groundwork for further involvement with Alquimia and for contributing in different ways. Among the nearly 100 people who attended the event, the average age was 30.

Alquimia also hosts an annual celebration and asks long-time supporters to bring new people to the event. In addition,



Alquimia hosts an annual raffle, through which it raised \$5,133 in 2014. Short-term volunteers support through events and the raffle; however, Alquimia has yet to host any longer-term volunteers.

Corporations

Alquimia is just beginning to explore corporate engagement as a means to raise resources. A potential opportunity relates to the Chilean Ministry of Women and Gender Equality work with companies to establish a gender marker that would indicate that the company incorporates a gender perspective. The Ministry will begin this program with state companies, with the intention of expanding throughout the private sector. Alquimia is considering the possibility of providing fee-based trainings that would help companies obtain the gender certification and develop indicators to track their progress.

To date, Alquimia has received in-kind support from small companies who have donated prizes for raffles. If Alquimia moves forward with this training program, it would represent the first time it has received support from larger corporations.

Alquimia has found the conservative views of most corporate executive staff to be a challenge. In addition, several recent cases of corruption between politicians and companies have created an environment of mistrust among the general public, making transparency critical in any engagement with corporations.

Partnership

Fondo Alquimia works closely with other women's funds to leverage resources and exchange experiences with local resource mobilization. In 2013, Alquimia's Executive Director Sara Mandujano visited Reconstruction Women's Fund (RWF) in Serbia to share lessons learned from its *Confianza en Mujeres* network. Sara helped RWF staff form a strategy for strengthening its individual donor network and expanding its individual donor base. Alquimia has also shared its model with Apathapi Jopueti, the Bolivian women's fund, and the women's fund in Colombia.

In addition, Alquimia is also participating in CONMUJERES, a consortium of women's funds from Latin America. CONMUJERES aims to strengthen the capacities of women funds in

Latin America and advance women's rights in the region through collectively mobilizing resources. CONMUJERES is working in alliance with other women's funds that are members of the International Network of Women's Funds on this initiative to further strengthen feminist philanthropy and cultivate additional local sources of support. This consortium emerged based on the success of a regional effort to fund more than 60 LBT groups across 17 countries. CONMUJERES is one example of collaboration to mobilize resources at a regional level, as well as sub-regions and themes within that scope.

Alquimia also occasionally partners with other Chilean non-profit organizations to apply jointly for local and regional funding opportunities. As another means of supporting grassroots activism, it serves as a fiscal sponsor for unregistered groups who are not able to receive funds directly and receives a small amount to help cover administrative expenses for providing this service.



Legal Obstacles for Social Justice Philanthropy in Chile

Chilean legislation regarding philanthropic donations is not supportive to social justice organizations seeking local funding. The law enables corporations to deduct up to 50% of cash donations made to nonprofit organizations; however, these organizations must be registered with the government and operate in certain areas, such as education, culture, and the arts.¹ Organizations working to advance human rights do not qualify.

The case is similar with individual donations. Tax incentives for individuals do exist, however these benefits are significantly lower than those for corporations at just 4.5% and only apply if donating to certain types of nonprofit organizations.²

Alquimia's current individual donors give primarily because they are committed to the mission. Staff do not believe that the absence of tax exemption for individuals serves as a major deterrent. However, the option for tax relief could be an incentive for new individual donors if it were to exist.

Progress is being made towards adopting a new version of the law. The existing donation law was built in pieces. First only arts, education, and sports organizations were eligible, then organizations focused on alleviating poverty were added. Alquimia is among many organizations asking for an expanded law that would include any nonprofit organization, including those working to advance social justice.

Although Fondo Alquimia is a nonprofit organization, it does not receive tax exemption due to its focus. This means that all of its expenses are subject to a tax of 19%. Other legal and tax requirements, such as human resources legal contributions, comprise almost 6% of the Fund's annual budget.

Sources: ¹ Nexus and Charities Aid Foundation Chile Profile. Web. <http://www.nexusyouthsummit.org/wp-content/uploads/2014/11/Chile.pdf>

² "The Index of Philanthropic Freedom, 2015." The Hudson Institute. Chile Profile. June 2015. 6-7. Web. <https://s3.amazonaws.com/media.hudson.org/files/publications/2015.06.15IndexofPhilanthropicFreedom2015.pdf>

IV. THE PATH AHEAD

“If donors want to build a different world, they need to give money to a cause that makes sense and autonomy is what makes sense. I think that people want to give but they don’t know us. How can they give to us if they don’t know us?” Sara Mandujano

In Fondo Alquimia’s experience, Chile is a difficult environment in which to mobilize local resources in support of human rights. Organizations focused on social change seem to be caught in a challenging cycle. Most of the available funding comes from the Chilean government; however, accepting those funds makes it more difficult to maintain autonomy. In order to have the freedom to pressure the government to respect its human rights obligations and to focus on long-term change, organizations need to diversify their funding sources.

To increase the autonomy and sustainability of Chilean social justice organizations, more work needs to be done to diversify local funding and cultivate new channels for giving. Fondo Alquimia plays a critical role in addressing this challenge by being the sole source of local funding for grassroots women’s, girls’, and trans* organizations.

In this climate, Alquimia has found that individuals are the most promising source for future local support and has developed an individual donor network of 251 individuals that in 2013, gave over \$45,000. However, cultivating new donors and sustaining existing donors requires a significant investment in relationship building and communications throughout the year, alongside on-going grantmaking.



At present, Alquimia is using its current resources to maintain the network, with the intention of proactively growing it once the fund is able to invest additional resources. According to Fondo Alquimia’s Executive Director, “As growing the individual donor network costs about the same as what we bring in, we don’t have possibility of putting aside this money without having financial challenges elsewhere in the organization. International funds are labeled and have restrictions. We need money for operational costs and to support our efforts to advance feminist philanthropy in Chile.”

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Fondo de Mujeres del Sur

This case study explores strategies, challenges, and opportunities with Fondo de Mujeres del Sur's (FMS) local resource mobilization. FMS was created in recognition of the shortage of available resources for women's rights organizations in Argentina, Paraguay, and Uruguay. The Fund's proactive engagement with corporations and individuals who haven't yet supported women's rights is challenging the perception that Argentina has already realized full gender equality and is raising funds and awareness about the rights violations women still face. FMS's experimental "direct dialogue" strategy is also helping the fund understand which issues resonate most among the general public, informing its future communications and local resource mobilization efforts.

Fondo de Mujeres del Sur

At-A-Glance (\$=USD)

- Since its founding in 2007, FMS has grown from two staff to seven and from an annual budget of \$60,000 to \$440,000.
- In 2014, FMS made 51 grants in support of 28 groups working on issues ranging from environmental rights to young women's empowerment.
- Through less than four weeks of volunteer outreach in Córdoba and Mendoza, FMS raised \$2,400 from 94 individuals.
- Through a partnership with Flecha Bus, FMS receives a 50% discount on all bus tickets purchased, amounting to a cost savings of \$1,200 in 2014.
- In collaboration with Argentine universities and the government, FMS has received support from over 20 volunteers, bringing new skills, increasing the fund's capacity, and raising the visibility and reach of its work.



Authors: Christen Dobson with Lucía Carrasco Scherer

Contributors: Natalia Eberbach and Mariela Puga

Proofreading: Sally A. Fay

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www.inwf.org

Contact: info@inwf.org

I. THE STATE OF PHILANTHROPY IN ARGENTINA

Argentina has a long history of philanthropy, originating in the early 1600s among women involved with the Catholic Church. The second phase of Argentine philanthropy developed after independence, closely linked with the state. *Sociedad de Beneficencia*, a quasi-public institution primarily funded by the state and run by wealthy women, became the largest institution for public assistance until the formation of the Eva Perón Foundation by the First Lady in the 1940s.¹

While the Eva Perón Foundation was closely tied to the state and the political power of the President, Evita promoted a new approach to philanthropy, one that moved beyond a sole focus on charity and incorporated some principles of social justice to help alleviate poverty. Evita argued that “beneficence was an insult to the dignity of the poor that only relieved the guilty consciences of the rich.”²

These institutions laid the groundwork for modern philanthropy in Argentina, where the majority of contemporary foundations are associated with companies or the state. Research conducted by El Grupo de Fundaciones y Empresas in 2005 found that 60% of the foundations sampled were founded after 1990, the majority are based in Buenos Aires, and the most funded issue is education. In addition, the most frequent type of support is in-kind donations, followed by financial support.³

Fondo de Mujeres del Sur (FMS), an Argentine women’s fund that mobilizes financial and technical resources in order to promote women’s rights in Argentina, Paraguay, and Uruguay, practices a different model of philanthropy. Through its grantmaking, FMS supports women’s organizations through an equal and transparent partnership, based on the conviction that women have enormous potential to be agents of social change.



1. Thompson, Andrés A., and Anahí Viladrich. “Women and Philanthropy in Argentina: From the Society of Beneficence to Eva Perón.” *Voluntas, Especial Issue: Women and Philanthropy* 7.4 (1996): 336-49. Web. <http://link.springer.com/article/10.1007%2FBF02354157>
2. Thompson and Viladrich, 344.

3. “Estudio de Inversión Social Privada Local y Cooperación Internacional en la Argentina.” Grupo de Fundaciones y Empresas (GDFE) and Red Argentina para la Cooperación Internacional (RACI). 25, 29. Web. <http://www.raci.org.ar/new-publication-study-on-local-private-social-investment-and-international-cooperation-in-argentina/?lang=en>

II. WHO IS FONDO DE MUJERES DEL SUR?

“When we speak about feminist philanthropy, it isn’t just to raise and give more resources to women, but also to create consciousness about the importance of investing in social change.” Natalia Eberbach, Communications and Local Fundraising Program Officer, Fondo de Mujeres del Sur

FMS was created in response to a lack of available resources for women’s rights organizations in Argentina, Paraguay, and Uruguay, particularly at the grassroots level. Since its founding in 2007, FMS has grown from two staff to seven and from an annual budget of \$60,000 to \$440,000. In 2014, FMS made 51 grants in support of 28 groups; each grant averages \$7,000. FMS’s vision is to build bridges between those that have resources and those with power to enact long-term change.

FMS supports women’s rights organizations through making grants, organizing trainings and networking opportunities for grantees, and providing ongoing technical assistance and administrative support. Its objective is to ensure that resources reach groups that face the highest geographical, social, and cultural difficulties in accessing funds to develop their ideas and projects, such as indigenous and rural women. FMS supports groups working on a variety of issues, including economic, social, cultural, and labor rights; sexual and reproductive rights; sexual diversity; political participation of women; and eradication of violence against women.



Partnership

Partnership is one of FMS's core values and strategies. The Fund partners with sister funds across Latin America on several initiatives, leveraging additional resources and sharing lessons learned across the continent:

- 1. Labor Rights:** From January 2012 to December 2014 FMS partnered with sister funds Fondo Alquimia (Chile), Sociedad Mexicana Pro Derechos de la Mujer, Semillas (Mexico), and Fondo Centroamericano de Mujeres (FCAM, Nicaragua), and women's organizations across Mesoamerica and the Southern Cone on an initiative to support female workers in the region. This initiative aimed to increase the visibility of female factory and domestic workers, advance legislative changes and compliance with international labor rights guidelines, and empower female workers' movements in the region. The project was supported by the Dutch government FLOW fund and complemented by UN Women.
- 2. Young Women's Citizenship and Human Rights (2009-2010):** This partnership between FMS, ELAS, Fundo de Investimento Social (Brazil), and

Fondo Alquimia (Chile) made grants to strengthen the political leadership of young women and their organizations. FMS believes that "committing to strengthening the capacity of young women in social movements means investing in the necessary generational renewal to guarantee the continuity of women's battle for a dignified life with equal opportunities." This project was supported by UN Women.

- 3. Sexual Diversity:** Over the 2008-2010 period six Latin American and Caribbean women's funds united forces to collectively mobilize resources in support of sexual diversity in the region. "Beyond invisibility: The Latin-American women's funds mobilize resources on behalf of lesbians, bisexuals and transgender" raised \$1,786,000 from international sources within two years to support 66 organizations in 17 countries.
- 4. Environmental Defenders in the Eco-Region "Chaco-Americano":** This partnership, which runs from 2014 - 2017 and is led by FMS, is in collaboration with a Bolivian women's organization and an environmental organization in Argentina. This initiative makes grants and

provides technical support to strengthen the political leadership of women particularly indigenous women in rural areas, in the Chaco-Americano, a region that covers parts of Argentina, Paraguay, and Bolivia. This project is supported by the European Union.

- 5. Women and the Environment:** FMS is also currently exploring collaboration with five women's funds and two environmental funds based in South America to focus on women and the environment across the continent.
- 6. CONMUJERES:** FMS is currently the focal point for CONMUJERES, a consortium of women's funds from Latin America. The main objectives of CONMUJERES are to strengthen the capacities of women's funds in Latin America and advance women's rights in the region through collectively mobilizing local resources. CONMUJERES is working in alliance with other members of the International Network of Women's Funds to further strengthen feminist philanthropy in the region and cultivate additional local sources of support.

III. FONDO DE MUJERES DEL SUR'S LOCAL RESOURCE MOBILIZATION STRATEGIES: CHALLENGING PERCEPTIONS

"All women share a situation of domination, whether the woman is a company director or a domestic worker. We understand that as all women experience this situation, women who have money need to donate so that other women who have less access to resources can move forward. This is how we think of our local resource mobilization, as a way to achieve social change." Natalia Eberbach

One of FMS's primary objectives is to promote a culture of philanthropy for women's rights in Argentina, Paraguay, and Uruguay. FMS's local fundraising efforts are aimed at raising awareness among individual and corporate donors that by investing in women, they are contributing to building a more just and equitable society for everyone. In 2014, FMS raised \$13,589 from local sources.

Local resource mobilization is a newer area of exploration for FMS and the fund is currently engaged in two strategies showing significant promise. FMS recognizes that it is playing an important role in helping to foster a philanthropic culture that prioritizes long-term social change, even if not all of its efforts to date have been financially profitable.

1. Direct Dialogue

Since launching its "direct dialogue" campaign, a street outreach pilot initiative in December 2014, FMS has raised \$2,400 from 94 individuals and a total of 120 have expressed interest in staying informed about FMS's work. FMS is raising approximately \$600 per month on a continuous basis from individuals it connected with through this campaign.

FMS developed this strategy to test the perception that people in Latin America are only interested in donating to charity, not supporting social change. The objectives of this strategy go beyond solely raising funds and include increasing awareness about women's rights, raising the profile of FMS, and widening understanding about the role of women's funds.

FMS carried out the first trial in Córdoba where the Fund is based. Córdoba is also one of the most conservative cities in Argentina, which has proven to be one of the biggest challenges with FMS' local resource mobilization. Between December 9 and December 19, five street fundraisers trained by FMS asked people about their interest in four issues that FMS supports: 1) environmental rights, 2) labor rights of domestic workers, 3) ending gender-based violence, and 4) sexual and reproductive rights. During each engagement, the street fundraisers spoke about the work of the fund's grantees and gauged interest in making a donation or becoming more involved.

This first experience of street dialogue surpassed staff expectations. Twenty-six people donated to FMS by credit card, most of them committing to make donations on a monthly basis, and over 100 people expressed interest in either donating in the future or learning more about FMS.

After this initial engagement, FMS staff called those who indicated interest in order to: 1) confirm the donations and process the charges; 2) better understand participants' interests; 3) inquire whether those who made a one-time donation would join FMS's ongoing donor network; and 4) begin to develop longer-term relationships with these individuals as part of a strong and diverse constituency of support for women's rights.

Through these calls, FMS learned that environmental defense was of greatest interest, followed by addressing gender-based

violence. Individuals seemed to have less understanding about the rights of domestic workers.

Building on the success of the first test in December, FMS street fundraisers took to the streets again the following March. In this second run, two street fundraisers spent 12 mornings speaking with people in the streets of Córdoba and 3 days in Mendoza. They found that the most effective approach was to frame FMS's identity as "a women's organization that supports other women's organizations" and ask which of the four issues that FMS supports people care about most by sharing the work of grantees. Street fundraisers quickly learned that sexual and reproductive rights did not resonate with most people and shifted their approach to focus on environmental rights and addressing gender-based violence. They also learned the most effective profile of people to speak with, as well as the most strategic locations in Córdoba for approaching people. Based on this experience, men between the ages of 20 and 50 were the most likely to donate.

This strategy has helped the fund strengthen its work in four key ways:

1. Learned more about how to engage with and maintain interest of individual donors
2. Learned which of FMS's issues resonate most with the general public
3. Broadened the constituency of support for FMS's work
4. Raised awareness of women's rights issues

In order to develop this strategy, FMS collaborated with Proa Consulting, a local organization with expertise in direct dialogue engagement. Proa and FMS trained street fundraisers on how to



approach people and occasionally meets with FMS to collectively brainstorm about how to address challenges that arise.

To date, FMS has pursued this strategy without financial resources to invest in a broader campaign. While successful in engaging additional people in feminist philanthropy, it hasn't yet yielded significant financial support compared with the effort invested. Based on the promise of this strategy thus far, FMS is currently conducting its third iteration of this campaign in Córdoba and hopes to double the number of donors and funds received. FMS also plans to conduct similar outreach in three other cities - Buenos Aires, Rosario, and Mendoza - and is currently seeking investors to help support expanding the direct dialogue strategy.



2. Interns and Volunteers

Interns and volunteers help to increase FMS's capacity, bring new skills to the fund, and increase the visibility and reach of its resource mobilization. To date, more than 20 volunteers have donated time to strengthen the fund's work.

FMS engages volunteers through partnerships with three entities: 1) Argentine universities; 2) the government; and 3) organizations that bring international student volunteers.

FMS participates in "First Step," a government program that places young people without prior career experience with organizations and covers their salaries for one year. This program helps FMS to bolster its capacity and accomplish more within the constraints of its current budget. Since engaging with the program, FMS has hired two participants after their year of work to join the FMS team.

All of FMS's current work related to translations, video editing, administrative support, and social network management is contributed by volunteers under staff supervision.

In addition to its two primary areas of focus, FMS engages in other local resource mobilization strategies:

Individual Donor Network

In 2014, FMS raised \$4,500 through its individual donor network, comprised of 40 members. The individual donor network started in 2011 in Córdoba. At the beginning, FMS encountered a number of challenges and questions: where should it begin outreach efforts? Who should be targeted? How could enough money be raised through the network to at least balance the resources invested?

As FMS approached women considered to be successful and prestigious, it found that these women were reluctant to

financially support other women for two main reasons: 1) a belief that aspects of feminism discriminate against men and 2) that women supported by grantee organizations didn't do enough to "make it" on their own. FMS ultimately decided to focus its efforts on women and men already committed to the women's movement. The Fund started by organizing dinners to coincide with grantee convenings. At the three dinners to date, they have facilitated connections between grantees and others working on the same cause, such as between domestic workers and legislators who have influence over relevant policies. These dinners, held in Córdoba and Buenos Aires, have successfully linked grantees with individuals previously unfamiliar with their work and yielded small financial returns.

FMS minimizes the resources it devotes to the network by integrating fundraising into larger awareness-raising events, rather than organizing specific fundraising events to bring in new donors.

Corporations

FMS's most successful resource mobilization strategy with companies has been securing discounts. One example is FMS' relationship with Flecha Bus. Flecha offers FMS a 50% discount on any ticket purchase, saving FMS \$1,200 in 2014. This is a significant cost savings for FMS, as the fund often purchases bus tickets for grantees to attend meetings. As Argentina is such a large country, many travel long distances (up to 20 hours) to attend these meetings. This discount offers FMS the flexibility to redirect those funds to other areas of work where needed. The fund is in the process of trying to establish similar relationships with national airline companies, especially in support of its work in Paraguay and Uruguay.

FMS has documented the interests of nearly 160 other corporations, a mix of local and international companies based in

Argentina working in sectors such as cosmetics, transportation, petrol, and banking. This research was supported in part by a volunteer economist who donated her time to help the Fund explore options for securing corporate support.

Through this research the Fund discovered that companies mostly support children's issues and charity, not progressive social change. In addition, Argentina's tax benefits only support organizations that offer similar services to the government, such as health and education, which provides corporations less of an incentive to donate to women's rights groups.

In 2014, FMS began one-on-one meetings with corporations with the assumption that female directors would be the most sympathetic to its mission. In actuality, female directors were more difficult to convince of the value of supporting women's organizations, as many felt that women who needed that type of support didn't work hard enough to succeed. These female executives became particularly defensive when FMS staff spoke about its work with domestic workers in factories and in the home. They felt that if they are expected to be able to "do it all," other women should be able to as well. Male executives, on the other hand, expressed understanding the additional challenges women face, such as the potential need to quit their jobs after childbirth to be primary caretakers at home. For FMS, these reactions highlighted the critical importance of feminist philanthropy challenging the assumption that some women do not "work hard enough" and underscored FMS's commitment to changing collective consciousness to understand the dynamics of privilege and marginalization.

Government

In 2014, FMS received a one-time grant of 50,000 pesos (approx. \$5,500) from the Institute Against Discrimination and



Homophobia, a national governing body. The grant is restricted support to cover expenses associated with annual grantee convenings. This was the first time FMS received government support. FMS has initiated a registration process at other local government bodies to try to secure other funding.

Board of Directors

To date, FMS has focused its local fundraising efforts in Argentina and is now developing a strategy for local resource mobilization in Paraguay and Uruguay involving its board members.

FMS's Board of Directors is composed of prominent feminists and academics, including one in Paraguay and one in Uruguay. As these two Board members are well known in their respective contexts, the first step is for them to send recommendations of local contacts to begin discussing financial support.

In Paraguay, FMS has received some in-kind support. In 2013, Doctors without Borders (MSF) closed its office and donated its office infrastructure and media and other contacts to FMS Paraguay. The contacts list has been very valuable, as FMS now knows who was interested in MSF's work and would likely be interested in learning more about FMS.

IV. CHALLENGES TO EXPANDING SUPPORT

Perceptions about Women's Rights

One of the biggest obstacles FMS faces with local resource mobilization is the conservative nature of Córdoba, the city in which it is based. FMS plans to expand its fundraising efforts to more progressive cities, such as Buenos Aires, and explore opportunities in those locations.

A related challenge with perceptions of women's rights are the views of the current pope of the Catholic Church. While considered by many to be more liberal than past leaders of the Catholic Church, Pope Francis has expressed views about gender that do not align with the views of most women's rights advocates. The Argentine Pope is very popular in the country, where 91% of people surveyed have a favorable impression of him, and his statements have a large influence on public perception.⁴

In Argentina there is also a general perception that women are already equal, especially since there is a female president, Cristina Fernández de Kirchner. FMS has found it difficult to raise funds for women's rights in this climate.

Understanding of the Role of Women's Funds

A priority for the Fund is increasing the visibility of FMS in Argentina, Paraguay, and Uruguay as a well-known advocate for women's rights. FMS is trying to address the lack of understanding about its identity and role as a women's fund. FMS has found that as it doesn't engage in "normal" NGO activities, some people find its work difficult to understand, as they are more familiar with international NGOs such as Greenpeace and Amnesty International. Through its partnerships with other women's funds in Latin America, it is recognized more on a regional level than locally.

The direct dialogue campaign has been helpful in addressing this knowledge gap; however, funding to support communications is critical to making further progress on this objective.

All expenses related to FMS's local resource mobilization work to date have been covered out of its core budget. FMS has found it particularly difficult to secure funding to support local resource mobilization and communications. As a result, the Fund had to significantly reduce the hours of its communications staff person last year. However, it was able to turn this challenge into a new practice by bringing on additional volunteer support to help with communications, which has worked well.

4. Pew Research Center. "Chapter 9: Views of Pope Francis and the Catholic Church." *Religion and Latin America*. Web. <http://www.pewforum.org/2014/11/13/chapter-9-views-of-pope-francis-and-the-catholic-church/>

(Dis)Incentives for Philanthropy in Argentina

Argentina provides limited tax incentives for philanthropy. Individuals making a donation to a nonprofit organization can deduct up to 5% of their adjusted gross income; however, this only applies to organizations providing specific services, such as health, education, or science. There is no tax incentive for giving to organizations working for social justice; therefore, donations to FMS are not eligible for this deduction.¹ This lack of incentive has made fundraising from individuals even more difficult.

A series of laws passed in 2011 to restrict foreign exchange transactions have proven problematic for FMS' fundraising from international donors, creating even more of a need to raise resources locally.² In FMS' experience, these laws have ensured that once money enters Argentina, it is nearly impossible to transfer the funds outside of the

country. In July 2012, FMS was denied purchase of foreign currency by the Federal Administration of Public Revenue when it attempted to transfer funds to grantees in Paraguay and Uruguay. FMS promptly filed a complaint with the Central Bank of Argentina, from which it has yet to receive a reply. At present, private banks can make small cross-border transfers of less than \$5,000 for payment of services, but not larger amounts.

In order to circumvent this challenge, FMS created FMS Paraguay, which could receive funds directly from donors to support its grantees in Paraguay and in Uruguay. Establishing FMS Paraguay was instrumental in receiving a recent grant from the European Union, as it enabled FMS to lead a regional project and transfer money without difficulty to Argentina and Bolivia. Transferring these

funds would not have been possible if the grant was given directly to FMS Argentina.

As it is not clear if this is a temporary or permanent policy, a climate of uncertainty exists about how foundations in Argentina will be able to receive grants from international donors to support work outside of the country. Funds raised locally do not have this restriction, making local resource mobilization even more critical.

Source:

1 "Argentina profile." Nexus, Charities Aid Foundation, and McDermott Will & Emery. Nov. 2014. Web. <http://www.nexusyouthsummit.org/wp-content/uploads/2014/11/Argentina.pdf>

2 "The Index of Philanthropic Freedom, 2015." The Hudson Institute. June 2015. 34-35. Web. <https://s3.amazonaws.com/media.hudson.org/files/publications/2015.06.15IndexofPhilanthropicFreedom2015.pdf>

V. THE PATH AHEAD

Through just under five years of engaging in local resource mobilization, FMS has discovered several strategies with significant potential, including direct dialogue, volunteer support, and corporate engagement. As Argentina, where FMS is based, is such a large and diverse country, the Fund recognizes the need to have distinct fundraising strategies for each major city. In addition, FMS has not yet explored local fundraising strategies in Paraguay and Uruguay and intends to investigate opportunities there in the future. Ultimately, FMS's local resource mobilization work aims to create a stronger local community of support for women's rights and challenge assumptions about women's rights already being fully realized.

FMS has identified five needs for strengthening its local resource mobilization work moving forward:

1. Resources to invest in experimenting with potential fundraising and constituency-building opportunities, particularly expanding its direct dialogue strategy to other cities in Argentina;
2. Resources to invest in increasing FMS' visibility;
3. Additional local contacts with access to influence and resources;
4. Training specific to effective local resource mobilization; and
5. Additional opportunities for discussion among women's funds about the challenges they are facing with local resource mobilization.



NOVEMBER 2015

HER Fund

This case study explores the strategies, challenges, and opportunities with HER Fund's local resource mobilization work. Through innovative and fun methods of engaging with individual donors, such as its Share Talent platform and corporate partnerships, HER Fund mobilizes resources in support of some of the most marginalized groups in Hong Kong and challenges the notion that full gender equality has already been achieved. Through engaging local donors, HER Fund builds support for local women's movements and promotes rights-based philanthropy.

HER Fund

At-A-Glance (\$=USD)

- HER Fund raises over 60% of its budget from local sources annually.
- In 2014, HER Fund gave 10 grants totaling \$50,000 to support groups led by and for lesbians and transgender people, women asylum seekers, migrant workers, single mothers, new immigrants, trans*, sex workers, and young women.
- The local branch of a foundation has committed to matching HER's Fund annual grantmaking budget for the next three years, raising the total budget in 2015-2017 from \$65,000 to \$90,000 per year in support of marginalized women and girls.
- In 2013, HER Fund received \$75,790 from individual donors and currently has 52 committed monthly supporters.
- Through revenue from its Share Talent classes, taught by voluntary teachers, HER Fund raises nearly \$20,000 annually.
- HER Fund's 2015 *Racewalk for HER*, an annual relay, raised approximately \$25,400 through the participation of 200 people.



Authors: Christen Dobson with Lucía Carrasco Scherer

Contributor: Linda To Kit-lai

Proofreading: Sally A. Fay

Photos: HER Fund

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www.inwf.org

Contact: info@inwf.org

I. THE STATE OF PHILANTHROPY IN HONG KONG

“A wealthy economy does not necessarily indicate a commitment to social change philanthropy, and a developed economy does not always go hand in hand with a democratic political structure or an awareness about human rights.” Linda To Kit-lai, Executive Director, HER Fund¹

Contemporary philanthropy in Hong Kong is primarily geared toward emergency relief and charity-oriented work. According to a survey conducted by Hong Kong University in 2009, out of a thousand respondents who gave to charity, 22% gave to relief and post-emergency rebuilding; 20% and 16% gave to children and the elderly, respectively; 10% to health and medical issues; 1.2% to animal rights; 0.8% to women’s issues; and 0.4% to human rights.²

HER Fund, a local women’s fund that makes grants in support of women’s rights in Hong Kong, believes that Hong Kong does not align with the perception that a developed economy has a commitment to social change philanthropy. One key factor as to why this culture does not exist in Hong Kong is the high level of income inequality. While Hong Kong is generally considered to be wealthy, its Gini coefficient, which measures income disparity, continues to rise. In 2012 it reached .0537, up 25% since 1971, indicating a high level of income inequality. Twenty percent of Hong Kong’s population of approximately 7.2 million people lives under the official poverty line.³ In addition, Hong Kong has one of the highest housing prices in the world. According to the [Demographia International Housing Affordability Survey](#), the median housing price was almost 30% higher than that in New York in 2013.⁴

A second factor in HER Fund’s view is the influence of China and that some forms of giving are seen as too political. According to Linda To Kit-lai, Executive Director of HER Fund, “local philanthropy – including institutional, private, and high-net-worth



1. To, Linda. “A Strategy to Advance Social Change Philanthropy: Strengthening the Capacity of Local Women’s Funds in Wealthy Economies.” *Alliance* 8 Jan. 2013. Web. <http://www.alliancemagazine.org/blog/a-strategy-to-advance-social-change-philanthropy-strengthening-the-capacity-of-local-womens-funds-in-wealthy-economies/>
2. To, Linda. “A Strategy to Advance Social Change Philanthropy: Strengthening the Capacity of Local Women’s Funds in Wealthy Economies.” *Alliance* 8 Jan. 2013. Web. <http://www.alliancemagazine.org/blog/a-strategy-to-advance-social-change-philanthropy-strengthening-the-capacity-of-local-womens-funds-in-wealthy-economies/>

[change-philanthropy-strengthening-the-capacity-of-local-womens-funds-in-wealthy-economies/](#)

3. Hilgers, Lauren. “Hong Kong’s Umbrella Revolution Isn’t Over Yet.” *New York Times* 18 Feb. 2015. Web. <http://www.nytimes.com/2015/02/22/magazine/hong-kongs-umbrella-revolution-isnt-over-yet.html>

4. Chen, Liyan. “Beyond the Umbrella Movement: Hong Kong’s Struggle with Inequality in 8 Charts.” *Forbes* 8 Oct. 2014. Web. <http://www.forbes.com/sites/liyanchen/2014/10/08/beyond-the-umbrella-revolution-hong-kongs-struggle-with-inequality-in-8-charts/>

donors – confers privileges to certain ‘politically correct’ agendas. Promoting a ‘harmonious society’ is seen as more important than defending the rights of the invisible, many high-net-worth individuals have close ties with China and are more supportive of these “politically correct” agendas. Organizations with pro-democracy and human rights approaches struggle to secure sufficient resources to survive.”⁵

Hong Kong does not receive much support from international foundations or government donors for human rights work, as it is seen as economically developed. There is also a belief among some that women already enjoy full equality, as many women do have access to education and other opportunities. However, there are numerous other issues that women face, such as serious gender segregation on work type, income disparity between men and women, lack of access to childcare facilities, and discrimination due to immigration status, gender identity, and sexual orientation, among other factors. Gender-based violence is also pervasive. According to a survey conducted by the Hong Kong Women’s Coalition on Equal Opportunities in January 2013, 25.5% of women experienced family violence, 43.3% of women experienced sexual harassment, and 15.4% of women experienced rape or sexual assault.⁶

II. WHO IS HER FUND?

“We see HER Fund as part of women’s movements. Our role is not limited to giving grants... We are a capacity-builder to strengthen our grantee organizations, the agents of social change, and we are a bridge, connecting and mobilizing resources for the movements.”
Linda To Kit-lai

HER Fund, established in 2004, is the only fund in Hong Kong that consistently makes grants in support of women’s rights.



Much of the Fund’s support aims to build the capacity of marginalized groups and to launch new initiatives to advocate for social change. Grantee organizations include groups led by and for lesbians and trans* people, women asylum seekers, migrant workers, single mothers, new immigrants, sex workers, and young women. In 2014, HER Fund gave 10 grants totaling \$50,000.

Two core principles of HER Fund’s grantmaking are equity in relationships with grantees and participation, which are integrated throughout HER Fund’s systems. Grantees and applicants for funding participate in HER Fund’s decision-making processes in numerous ways. They provide input to the Fund’s grantmaking policies and strategies, give feedback to other potential grantees on how to strengthen their grant proposals, and participate in the

5. To, Linda. “A Strategy to Advance Social Change Philanthropy: Strengthening the Capacity of Local Women’s Funds in Wealthy Economies.” *Alliance* 8 Jan. 2013. Web. <http://www.alliancemagazine.org/blog/a-strategy-to-advance-social-change-philanthropy-strengthening-the-capacity-of-local-womens-funds-in-wealthy-economies/>
6. Hong Kong Women’s Coalition on Equal Opportunities survey. Jan. 2013. Web. <http://www.afro.org.hk/news/201305/afro201305e.htm>

Fund's fundraising activities. The Fund is transparent with both its grantees and donors about exactly how grants are made, who is supported, and how much is granted.

Recent examples of work supported by HER Fund include creating a newsletter network to facilitate the exchange of information among sex workers about violence they experienced from customers or police, raising awareness about intimate partner violence among young women, and promoting anti-discrimination policies toward women who have recently immigrated to Hong Kong. HER Fund also recently launched the "HER Sparkles Project," which provides seed funding to projects envisioned and led by young women.

III. HER FUND'S LOCAL RESOURCE MOBILIZATION: PROMOTING RIGHTS-BASED GIVING

"As a local women's fund, we have a unique role to mobilize local resources for women's rights. Through the process of engaging local donors, we are building more support for local women's movements, sharing their issues and work with other stakeholders, and at the same time, advocating rights-based philanthropy." Linda To Kit-lai

In 2014, HER Fund raised 60% of its revenue from local sources. In 2014-2015, 36% of its total budget was covered by individual donations and event revenue, 60% from foundations (23% from local foundations and 37% from international foundations), and 4% from corporations (both local companies and multinational companies with local offices).

Through numerous strategies, the Fund secures donations to support its grantmaking, increases the visibility of the issues that marginalized women face, and engages new individuals as advocates for women's rights in Hong Kong. Recent successes with its local resource mobilization include:

- Raising over half of its annual revenue from local sources
- Increasing awareness about HER Fund's grantmaking and the achievements of its grantees among new audiences
- Establishing new corporate partnerships
- Bringing on new foundation and individual donors to support capacity-building programs for grantees

HER Fund mobilizes local resources through the following strategies:

Racewalk for HER

One of HER Fund's most successful fundraising events is *Racewalk for HER*, an annual relay organized with a local racewalk association. The most recent walk in January 2015 raised approximately \$25,425 through the participation of 200 people. In 2014, the first year of the walk, the Fund raised a similar amount. Members of the association, friends, family, and HER Fund grantees participate in this racewalk in order to raise funds in support of the Fund. Funds are raised through participation fees paid and any sponsors secured by participants.

HER Fund is now discussing with the association how it can better engage those who participate in the walk to be long-term donors. In addition, the Fund would also like to attract individuals who may not feel as though they are skilled runners but would still like to participate.

Share Talent

Share Talent is more than a fundraising platform; it is a means through which to raise awareness about women's human rights among a network of people from various backgrounds and

professions, not solely those already engaged in activism. Through this initiative, voluntary teachers offer classes and participation fees are donated to HER Fund. The classes include yoga, Chinese Health Qigong, self-defense, floral design, and line dance, among others. *Share Talent* promotes networking and awareness raising among over 600 women. Between April 2013 and March 2014, these classes generated nearly \$20,000.

When HER Fund began this initiative, it started with a wide variety of options and soon realized that there were many similar classes in the private market. The Fund shifted its approach to only continue the most popular classes and asked people to commit for a number of weeks, instead of paying per class. This change reduced recruitment and administrative costs. The continuity of the in-kind donation of time and skills by instructors is also a significant cost savings. In addition, teachers and students encourage people in their networks to participate and support the Fund, broadening its reach. The biggest challenges with this program include the limited space available at the current venue and limited staff resources. Most of the administrative work associated with the classes is managed by one part-time staff person.

Corporations

HER Fund has been successful in securing support from corporations, especially local branches of international cosmetics and fashion companies. Bobbi Brown and IPSA have both provided HER Fund with one-time support. In the case of Bobbi Brown, the company did an online search for potential partners and approached HER Fund directly. The company made HER Fund their “Pretty Powerful Campaign” sole beneficiary, where 100% of proceeds from a make-up product, a total of over \$10,000, were donated to the Fund. They also conducted a make-up session for HER Fund grantees.



This partnership has proven critical for the Fund in a few ways. First, it helped to build the Fund's track record for corporate support. After this the Fund was approached by IPSA, a Japanese skincare company, that donated 5% of its new face color design palette and organized a professional make-up class for grantees. This collaboration raised approximately \$1,000 and provided HER Fund with free publicity in magazines and television where it had not received coverage before.

HER Fund also receives in-kind product donation for its events from several companies, such as StrawberryNET.com, Hung Fook Tong, and Glam-It. This helps to lower the costs associated with organizing events and publicly demonstrates that HER receives support from different sectors.

A few lessons HER Fund has learned through its experiences with corporations:

- Investing in communications is critical for attracting potential corporate partners. HER Fund's website acts as a "shopping window" for corporations and if it is not attractive and accessible, companies will not approach them or view them as a potential partner.
- It takes a significant amount of staff time to initiate partnerships with corporations and to develop trust.
- It is challenging to move from securing one-time support to a ongoing partnerships with corporations. HER Fund is currently grappling with how to ensure that support leads to longer-term engagement.
- It is not effective to focus solely on financial or in-kind donations; there are many other benefits such as media exposure and introductions to other potential partners.
- Corporations have very clear agendas and objectives; it is important to look for the right timing and a win-win initiative.
- It is critical to carefully evaluate whether the corporate partnership may compromise organizational values.

HER Fund grapples with striking the right balance with the resources it takes to build relationships with potential donors and the fact that a return on this time investment is not guaranteed. In some cases HER Fund has spent a significant amount of time cultivating a relationship with a company to ultimately discover that it is not able to provide support or collaborate in any way for its own internal reasons. At the same time, this engagement does help to raise awareness about women's rights in the corporate sector.

Board of Directors

A notable recent success has been developing an ongoing relationship with the local branch of a family foundation associated with an international company. In mid-2015, the foundation agreed to match half of HER Fund's annual grantmaking budget for the next three years, raising the total grantmaking budget in 2015-2017 from \$65,000 to \$90,000 per year in support of marginalized women and girls.

Prior to this support, the foundation had provided the Fund with a three-year grant to strengthen the organizational capacities of three of its grantee partners. This grant enabled the Fund to help strengthen the sustainability of these organizations in three areas: 1) organizational management; 2) administration and finance; and 3) fundraising. The foundation also provided a grant to support a financial literacy project for a sex workers' group that is a grantee of the Fund. A Board member introduced HER Fund to staff at this foundation.

One step that helped HER Fund connect with corporations was diversifying its Board. When HER Fund began, all of its Board members had activist backgrounds. The Fund's Board now includes women representing different sectors, with expertise on corporate social responsibility and communications, enabling the Fund to reach a wider audience.

One of the Fund's new advisors, Jennifer Cheng, is the CEO of Glam-It, an international and online beauty and fashion brand. Glam-It donated 10% of the drinks at a recent store launch party, as well as donated a new product for a charity sale. HER Fund received approximately \$5,000 through this collaboration.

Individual Donors

"It is two sides of one coin. There are people who want to maintain Hong Kong's diversity, respect for freedom of speech, and uphold a more democratic society. Mobilizing resources from individuals is challenging because many of those with substantial resources do not support the civil democracy movements in Hong Kong. We need to have innovative and new ways to mobilize support from individuals, such as crowdsourcing." Linda To Kit-lai

In 2013, HER fund received \$75,790 from individual donors. The Fund sees engaging with high-net-worth individuals, as well as individuals of different income levels as monthly donors, as promising opportunities moving forward. HER Fund's focus on supporting marginalized women and social change is unique within philanthropy in Hong Kong. Many people in Hong Kong support true democracy and share HER Fund's values; however, without investing more staff time on relationship building and communications, it is challenging to reach them.

Recognizing that engaging additional individual donors would enable HER Fund to significantly increase understanding of women's rights across a much larger network, HER Fund has decided to hire an additional full-time junior staff person to coordinate its individual donor engagement. The Fund feels that if it doesn't hire a staff person to devote time to maintaining and developing relationships with individuals, the Fund could miss critical opportunities and lose current donors. This new staff person will work with HER Fund's Executive Director to engage new high-net-worth individuals and monthly donors outside of HER Fund's usual circles. HER Fund currently has 52 monthly donors, which it aims to double in one to two years. This will involve more personalized and targeted communications and potentially organizing donor visits with grantees. HER will also continue to ensure that all

staff, board members, and volunteers receive ongoing training in donor cultivation and communications.

HER Fund is exploring new platforms for individual giving and is at the beginning stages of embarking on a pilot effort to use a local crowdsourcing site with its "HER Sparkles Project," which provides seed funding to projects envisioned and led by young women. Each participating young woman will post her project on [Fringebacker](#), a Hong Kong-based crowdsourcing platform, to try to raise additional support. This initial effort is to help HER Fund gauge whether using this type of platform could be a successful strategy in the future.

Events

In its early days, HER Fund's major fundraising campaign was an annual 88 Days Campaign. This campaign ran from Human Rights Day on December 10 through International Women's Day on March 8. Participants were asked to contribute 1HK dollar per day and to



raise awareness about women's rights among their networks. After a few years of using this strategy, HER Fund realized that the period is too long to sustain momentum and run a high-quality campaign. The Fund transitioned to an annual event model, including a talent show featuring participants in its *Share Talent* classes, and in 2013 replaced this with *Racewalk for HER*.

In 2014, Global Fund for Women provided support to HER Fund to improve its database and to hire a consultant who previously worked as a magazine reporter to help engage local media. She assisted HER Fund with organizing a "human library" to challenge the myths and labels generally assigned to sex workers, transgender women, and low-income women. HER Fund's grantees were asked to be "human books" and each woman shared her lived experience with ten people. Through this dialogue, attendees were able to better understand the perspectives and experiences of marginalized women, many of whom they never had a chance to engage with previously. Attendees were required to have a library card in order to "borrow" these books. While not a fundraising event, this experience helped HER Fund to better understand how to effectively package its work. There was a very good response to this event HER Fund plans to organize it again and ask those who attend to become ongoing donors to the Fund.

Also in 2014, HER Fund held its 10th anniversary celebration and gave its first *She Dares to Change* Awards. These awards recognized women who advocate for social justice. The event was underwritten by five corporate sponsors who provided in-kind donations of the venue, gifts, and publicity and helped HER Fund gain exposure through an open voting process.

Other past event fundraisers include an alumni 10th anniversary dinner at the University of Hong Kong and a fashion show organized by an international school. The proceeds from both events were donated to HER Fund.

Volunteers

Local volunteers also support raising the visibility of HER Fund's work. Recent examples include:

- A photo story project. Four voluntary photographers followed one of HER Fund's grantees each and produced a photo story to help raise awareness about those organizations' work.
- Pro bono legal support. PILnet, a global network for public interest law, introduces law firms to provide legal services to HER Fund's grantee partners at no cost.
- Communications and public relations. Professional volunteers provide time and expertise to help increase HER Fund's visibility through more effective communications and public relations work.

Leveraging Resources Directly for Grantees

In addition to raising resources in support of its own grantmaking, HER Fund also leverages its relationships to secure resources for its grantees. As one example, HER Fund works with its corporate partners to provide services and in-kind donations to its grantees. It also encourages local and international foundations and its individual donors and volunteers to support grantee partners directly. HER Fund builds the fundraising capacity of its grantees through organizing talks on "how to make a fundraising event a success" and finding volunteers to train and support grantee partner staff with writing grant proposals to other donors.

Challenges with Raising Funds for Women's Civil Participation

A key issue area that HER Fund supports is women's civil participation, yet the Fund finds it very difficult to mobilize local funds for this work. In general, awareness of the various facets of civil participation is narrow. It is generally understood as formal political participation, such as the right to vote, rather than a spectrum that includes informing and influencing public policy. The Fund has found it easier to raise funds to address violence against women, as one example, than for civil participation.

Increasing understanding of the importance of civil participation has become even more complicated following the Umbrella movement. While Hong Kong's recent Umbrella movement was an important civil action of people's commitment to human rights and democracy, it has created new challenges for expanding resources locally. The Umbrella movement, a mass nonviolent civil disobedience that lasted from late September 2014 to mid-December, began in response to a decision by the Standing Committee of the National People's Congress to introduce highly restrictive political

reforms to Hong Kong's electoral system that would allow China's control over candidate nominations for Hong Kong's highest leadership position. At its height, over 100,000 people participated.¹

In HER Fund's experience, in the beginning of the Umbrella movement, the majority of people believed that Hong Kong needed to be more democratic and were not against the occupation. When the occupation lasted longer than anticipated, opposition to and suspicion of the protestors began to grow on one side and commitment to further action grew on the other.

HER Fund needed to be conscious about how it explains the Umbrella movement in its communications, as it easily could be labeled as "the ones that stirred up all of the trouble." While many people support democracy, many also avoid publicly challenging the status quo. Even in civil society, views of the movement are very polarized. As one example, in the Fund's *Share Talent* classes, students with differing views have had strong arguments in the middle of class, putting the teacher in a difficult situation and the class in a tense atmosphere. When

one teacher learned that HER was pro-democracy, she said that she would no longer teach classes for the fund.

Government monitoring of NGOs tightened following the demonstrations. HER Fund received a letter from the Hong Kong Inland Revenue Department stating that the Fund is engaged in advocacy, which is not legally allowed as a charity. The letter suggested that the Fund could lose its tax-exempt status. Other local NGOs received similar letters. In response, HER Fund obtained pro bono support and responded with a statement describing how it provides support to organizations to engage in education and awareness raising about women's rights.

The political situation has become more challenging following the Umbrella movement. Through its ten years of operation, HER Fund has never received a letter like this and believes that the government would not have made this claim prior to the demonstrations.

1. Hilgers, Lauren. *Hong Kong's Umbrella Revolution Isn't Over* New York Times 18 February 2015 <http://www.nytimes.com/2015/02/22/magazine/hong-kongs-umbrella-revolution-isnt-over-yet.html>

The Case for Communications: HER Fund's Experience

"We have been able to make women's issues, especially related to marginalized groups, more visible. Their issues are very much hidden under the carpet most of the time... In terms of shifting mindsets and perspectives, it usually takes a longer time and we really need to strengthen our communications resources, and capacity. Up until now, we have really struggled hard to get resources to build our communications capacity." Linda To Kit-lai

The primary challenge for HER Fund in mobilizing additional support for women's rights is a lack of resources for communications.

In the early days of its local resource mobilization, raising its visibility was the primary focus of HER Fund's events. While this was a critically important focus, the Fund realized that it was putting so much money into visibility that it wasn't raising funds through these events, jeopardizing its financial position. As another example, soon after the Fund began, it tried collecting donations by

engaging with people on the street and sharing about its work. HER Fund quickly found that because it was a largely unknown organization, people were not interested in donating. However, this strategy did help to raise HER Fund's visibility and awareness of the issues and groups it supports.

HER Fund still grapples with navigating this tension between the need to invest resources in order to raise the visibility of its grantees, the issues they address, and itself as a Fund and the very real need to raise sufficient funding to support its grantmaking. It also recognizes that increasing its visibility among various networks is critical to mobilizing additional resources.

This is particularly true in the case of corporations. All of HER Fund's corporate support has started with the business approaching the Fund directly, largely based on its online presence. HER Fund's website serves as a "shopping window" for corporations. Approaching corporations for

support, an area where HER Fund sees significant potential, would require an increased investment in communications, as well as in public relations, as a track record with media is important for companies. Additional marketing materials would also help leverage HER Fund's existing relationships with corporations.

Between 2012 and 2014, HER Fund staff attended several training sessions on fundraising and branding, which helped the Fund better define its niche and communicate its work. After reflecting on its past experiences, the Fund realized that it was more effective to involve the entire staff and board in fundraising and communications, rather than making the work only the focus of a full-time fundraising officer. HER Fund now understands that communications, public relations, and local resource mobilization are among the most critical strategies for building a broader community of support for women's human rights.



IV. THE PATH AHEAD

HER Fund will continue to strengthen its existing successful local resource mobilization strategies, such as Racewalk for HER and Share Talent, while also exploring new creative options. Over the next two years, HER Fund will increase its efforts to mobilize support from high-net-worth individuals and build on its successes to date with corporations to establish more consistent and longer-term relationships. These two areas of focus will require increased attention to branding, communications, and engagement with the media. Moving forward, the Fund's goal is to continue to raise at least 50% of its annual budget from local sources.



Local Resource Mobilization Case Study

CASE STUDY 5

NOVEMBER 2015

Mongolian Women's Fund (MONES)

This case study explores the strategies, achievements, opportunities, and lessons learned with Mongolian Women's Fund's experience of nearly 15 years of mobilizing local resources for women's rights. As the only national grantmaker dedicated to funding women's empowerment in a young civil society, MONES has been instrumental in strengthening local philanthropy and advancing women's rights. By developing robust networks of individual supporters, particularly through its latest strategy of supporting its donors to be fundraisers, MONES is raising awareness about the rights violations that women face and cultivating a broad community of support for women's empowerment.

Mongolian Women's Fund

At-A-Glance (\$=USD)

- Since 2000, MONES has provided \$700,000 in support of 305 women's groups in Mongolia.
- In 2014, 13.4% of MONES' annual revenue was from local sources.
- Through piloting its 100 Leader Relay in 2014, in one month MONES raised \$6,570 from individuals, compared with a total of \$8,160 for the entire year in 2013.
- MONES recently received a \$15,000 grant from the Global Fund for Community Foundations to explore online fundraising options, its first grant entirely in support of local resource mobilization.
- By placing donation boxes at banks and retail stores, MONES now raises approximately four times the amount it did since first utilizing this strategy in 2008.



Authors: Christen Dobson with Lucía Carrasco Scherer
Contributors: Erdenechimeg Badrakh, Bolor Legjeem, Khandarmaa Zorig
Proofreading: Sally A. Fay
Photos: MONES
Design and Layout: Storm. Diseño + Comunicación

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www.inwf.org

Contact: info@inwf.org

I. THE STATE OF PHILANTHROPY IN MONGOLIA

"In a country where, for a very long time, the state took care of social issues, people are finally taking it (giving for social causes) personally."
Bolor Legjeem, Programs Director Mongolian Women's Fund

In 1990, Mongolia transitioned from a socialist state that had been the sole caretaker of social issues to a democracy. The socialist system had provided education to all girls and employment to most women, contributing to a female literacy rate of 97.5% however other women's rights were neglected. Numerous nongovernmental organizations (NGOs), primarily based in Ulaanbaatar, were founded following this transition and began to engage in the promotion of social welfare.¹

As professional civil society in Mongolia is young, local NGOs primarily raise funds from international sources. Very few mobilize local resources on a continuous basis in support of their work. However, Mongolia has a very strong culture of giving among family and friends. The majority of Mongolians historically led nomadic lifestyles and were part of tight-knit networks of people that supported one another. As Mongolian society has become less nomadic, the number of networks that people are involved with have multiplied, expanding the scope of support individuals are expected to provide.²

Giving for social causes beyond these personal networks is a newer concept. Mongolian language does not have a direct translation of the word "philanthropy" and the word commonly used is close to the concept of "charity." In addition, some people have a negative perception of NGOs due to a few cases of embezzlement of funds. Despite these challenges, Mongolia's long and rich history of giving in support of others presents an opportunity to continue to strengthen and expand local philanthropy.

II. WHO IS THE MONGOLIAN WOMEN'S FUND?

"When we raise funds for addressing women's rights violations, we introduce the issues our grantees and their communities face and present the work we do to reduce these violations. We serve as a bridge between women and girls on one side and donor organizations and individuals on the other." Bolor Legjeem

Since 2000, the Mongolian Women's Fund (MONES) has supported 305 organizations and groups with grants totaling \$700,000.³ MONES, is the first and only national grantmaking organization in Mongolia dedicated to mobilizing resources and providing financial support to achieving social change by empowering women. MONES' grantmaking focuses on:⁴

- Advancing gender equality and eliminating discrimination
- Supporting good governance, accountability, and transparency
- Strengthening women's movements and participation in decision making
- Empowering girls and young women
- Supporting women addressing climate change

In 2014 alone, MONES supported 20 organizations with a total of \$66,625 focused on issues such as sexual harassment in the workplace, prevention of sexual abuse of children, and LGBT rights.

1. International Network of Women's Funds. Mongolian Women's Fund (MONES) profile. Web. <http://www.inwf.org/our-members/asia/mongolian-womens-fund-mones/>

2. Global Fund for Community Foundations. "Growing Philanthropy in Mongolia." Web. <http://www.globalfundcommunityfoundations.org/latest-news/2014/12/5/growing-philanthropy-in-mongolia-q-a-with-mones-the-mongolia.html>

3. December 2014 rate of \$1=1887.4507 tugrik

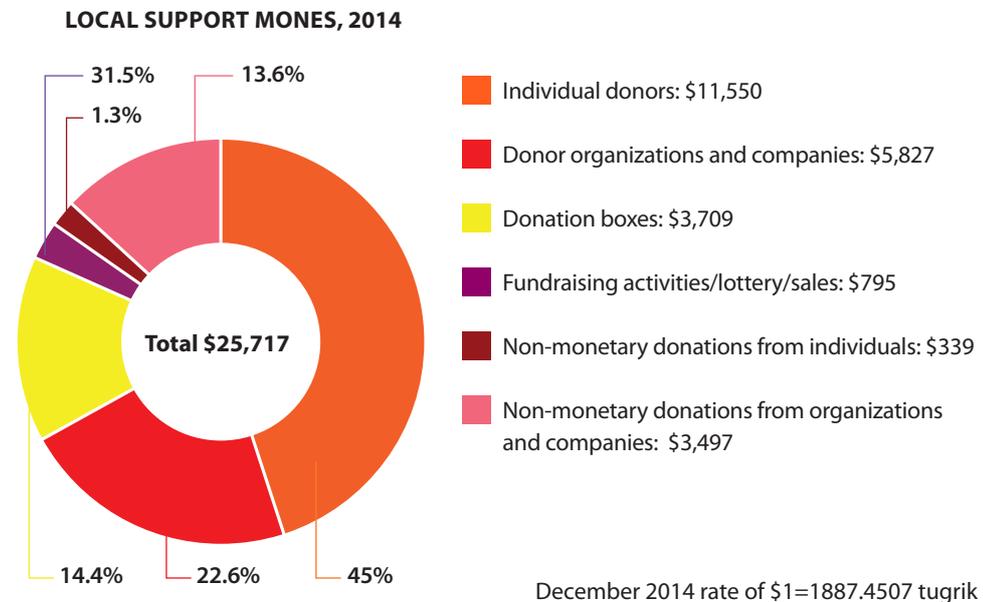
4. MONES recently revised its grantmaking strategy for 2015 – 2019. The new strategy is available at <http://www.mongolianwomensfund.mn/>

III. MONGOLIAN WOMEN'S FUND'S LOCAL RESOURCE MOBILIZATION: 15 YEARS OF DEVELOPING LOCAL PHILANTHROPY

"Every cent donated to us is not just about money, is about advancing women's rights. Every time we fundraise, we make this clear. Sometimes, the message is shared explicitly; sometimes it is shared in a more fun way. Regardless, we always communicate that a donation is support for women's rights." Bolor Legjeem

In 2014, MONES raised approximately \$25,717 from local sources, 1.8 times more than in 2013. The number of donors also increased by 1.7 times over the previous year, 15 organizations and 24 companies contributed in support of MONES' work. Overall, in 2014 these 39 local companies and organizations supported MONES with both in-kind and cash donations totaling over USD \$9,500. Fundraising from local sources comprised 13.4% of MONES' overall 2014 income. MONES grants all of the funds raised through its local fundraising directly to Mongolian women's organizations and covers its core and administrative expenses with international support.

Through nearly 15 years of engaging in local resource mobilization, MONES has learned that domestic fundraising is the most powerful tool to connect people in Mongolia with women's rights. Resource mobilization provides the opportunity to learn about critical issues facing women in Mongolia and participate in a broader community committed to women's empowerment. In MONES' early local fundraising work, it followed the advice of other funders based in the Global North that said that local sources should comprise a certain percentage of its revenue each year. Increasing that percentage was the primary goal of MONES' local resource mobilization. However, after several years of exploring different strategies, staff realized that mobilizing local resources is



about raising awareness and building a constituency of support for women's rights. MONES then shifted the focus of its local resource mobilization to developing and strengthening relationships, with an eye toward increased financial support in the long term, and increased the percentage from 4.5% in 2007 to 13.4% in 2014.

MONES considers it easier to fundraise from local sources now than it was five years ago. The primary external reason is that the concept of giving for social causes is spreading across the country. Five years prior, MONES was the only organization that promoted philanthropy and consistently raised funds from local sources. The fund is now seeing some international and national corporations advertise their focus on social responsibility and "giving back." Celebrities are becoming involved with raising funds for social causes, although primarily related to children and health.

Through its local resource mobilization work to date, MONES has learned several critical lessons:

- **Raising money is very closely linked with raising concern.** In MONES experience, individuals giving financial support for women's rights then become involved with supporting those issues in other ways. As Bolor Legjeem explains, "Extending our donor base is equal to increasing support for women's rights and equality. While the fundraiser in me wants to talk about how much money we were able to raise from 300 additional donors, as a feminist philanthropist I recognize that we have 300 more people willing to learn more about women's rights and who will raise their voices in support of women and girls."
- **Networks, not causes, are the primary motivating factor.** When MONES began fundraising locally, staff believed they should use effective local fundraising approaches from other contexts, such as the United States or Nepal, and apply those locally. However, MONES has learned that it is more effective to utilize the existing culture of giving through personal networks and lead it in a new direction by creating new channels through which people can support women's rights. In Mongolia, the primary motivation for giving is supporting someone they know and trust; the cause is secondary.⁵
- **Concrete cases, rather than concepts, resonate most.** MONES has found that people relate to personal stories more so than to concepts and facts. Clearly explaining the problem and how it affects women, followed by showing how contributions directly support specific women, has proven the most effective strategy for mobilizing support. Equally important is following up after contributions are made to share information with donors about how their money was spent and how women's lives were improved. This not only

makes donors feel valued and see the impact of their contributions, but demonstrates a commitment to transparency in a country where there is some suspicion of NGOs.

- **Highlighting issues facing more visible marginalized groups can be effective.** Sometimes focusing on the personal stories of more visible marginalized groups of women results in mobilizing more support. A recent example are the mothers of children with disabilities. MONES discovered that many people know a mother with a child with disabilities, but were not aware that this population was underfunded by the government and other donors. MONES was able to bring this issue to public attention and increase resources for organizations supporting this specific group. MONES has found it more difficult to secure support for less visible groups, such as sexual minorities.
- **Spending time cultivating relationships yields better results.** As the practice of giving beyond family and friends is new, MONES has learned that its local fundraising program officer needs to spend significant time outside of the office expanding and strengthening its existing and potential donor network. It is important to invest time in building relationships first, rather than immediately asking potential donors for financial support. For MONES, the amount of the contribution makes no difference – all donors are treated with the same level of respect, gratitude, and attention.
- **It is necessary to spend money to raise money.** It is challenging as an organization with limited resources to invest in experimenting with new local resource mobilization strategies. At the same time, MONES has discovered that it

5. Global Fund for Community Foundations. "Growing Philanthropy in Mongolia." Web. <http://www.globalfundcommunityfoundations.org/latest-news/2014/12/5/growing-philanthropy-in-mongolia-q-a-with-mones-the-mongolia.html>

is only through this exploration that they have learned what language, strategies, and modes of communication are most fruitful in building a broader constituency of support for women's rights. This is particularly salient in a country where philanthropy for social causes is new and fundraising is a rare profession. There is no prior domestic experience from which to learn. MONES initial knowledge of fundraising was based on western trainings and handbooks, which mostly didn't apply to the Mongolian context. Trial and error has been the primary way through which MONES has learned what works. MONES generally supports its local fundraising efforts through its organizational administrative budget.

One lesson learned is that in MONES' experience the donation amount is proportional to the fundraising expense – the more MONES spends on organizing a large event, the more people donate. In the past MONES tried to raise funds through smaller and less expensive events; however, the time and effort spent on organizing ended up being the same as with larger events and the donations were smaller. MONES has learned that investing in organizing fewer, larger events is the more fruitful strategy.

- **Be consistent.** After spending numerous years trying out various local resource mobilization strategies, MONES discovered that once it found a strategy that worked well, it was best to continue using that strategy on an annual basis. As one example, it now organizes Philanthropy Day, an annual fundraising event, in November of each year. People have come to expect that event will occur and plan to attend year after year. As MONES staff shared, "Our main aim is to establish something consistent on an annual basis. Whatever works, we try to keep."

Through its local resource mobilization work to date, MONES has broadened the idea of giving, making it a conscious choice to contribute to social issues in order to leverage greater change. It has also helped to give meaning to the word "philanthropy" by using it in all of its local resource mobilization and by supporting its incorporation into university curriculums. MONES has also found that sometimes it would be easier to raise funds if it didn't use human rights language. However, the fund strongly believes that all of its resource mobilization should use and share a rights-based approach. This is reflected in every event, letter, and campaign.

MONES employs numerous strategies for raising funds and support locally:

Philanthropy Day

Twelve years ago, MONES launched Philanthropy Day, the first-ever event celebrating philanthropy in Mongolia. Philanthropy Day has two aims: 1) promoting the concept of philanthropy, with a focus on women's rights and social justice; and 2) raising funds. After trying several different methods of celebrating this day, such as a week-long media campaign, a conference for civil society, and a series of public lectures given by prominent Mongolians, the fund realized that encouraging financial giving directly is the best way to increase understanding about philanthropy.

Earlier Philanthropy Days focused on raising funds to support women facing multiple disadvantages in society, including unemployed poor women and women heading their households, without specifying a specific group the money would support. During the first several years of organizing this event, the amount raised rarely exceeded expenses.

In 2012, MONES shifted its approach to share the stories of a specific group of women that were nearly invisible in society - mothers of children with disabilities. This decision followed long discussions about which group would both be in line with its rights-based approach and also catalyze giving. This shift paid off. MONES raised \$5,750 through this one event, four times more than what it had raised in the past.

The personal stories shared, both at the event and through social media in advance, helped donors feel a closer connection with those they would be supporting. These stories portrayed mothers of disabled children as empowered and courageous women, rather than victims. During the event, MONES invited guests to share why they care about the issue in an effort to celebrate the tenacity of these mothers, followed by a celebration with dancing and singing. All tickets and auction items were sold and some who couldn't attend sent donations.

Another contributing factor to the event's success was involving MONES' Board of Directors in key decisions about the organization of the event, which created a sense of ownership and investment among the Board. Ms. Tsevelmaa, former First Lady of Mongolia, has been MONES Board Chair since 2004 and is a loyal supporter. She conducted the auction at the event and invited those in her personal networks. A well-known woman acting as a spokesperson for the fund has been one of its most successful strategies. Over the past two years, Ms. Tsevelmaa has become increasingly involved with fundraising for MONES and, as she is so well respected, she reaches many people MONES staff wouldn't be able to connect with otherwise. Based on the success of this approach, MONES plans to invite more well-known people to join its Board.

Support for Philanthropy Day grows each year, which MONES sees as an indication of the spreading culture of philanthropy.

Another indication is that three years ago, another nonprofit organization started a national day of giving during the same month. After wondering about duplicative efforts, MONES realized that this was partly evidence of the Fund's successfully expanding the culture of philanthropy in Mongolia. These two events resulted in the entire month of November being a celebration of philanthropy. As the day of giving has a slightly different focus, it reaches individuals that MONES has not yet connected with, expanding understanding of philanthropy even further.

MONES also believes that Philanthropy Day and its broader work to expand the practice of philanthropy has built a foundation for its grantees to fundraise, as they are less likely to face the same harsh questioning MONES did when it began its local fundraising 14 years ago. It has shown women's and girls' organizations



that fundraising for their work is possible in Mongolia and has helped them to feel empowered in asking for funds.

100 Leader Relay

In 2014, MONES launched a new month-long campaign to expand its network of support from individuals by recruiting donors to be fundraisers, the 100 Leader Relay.

As a result of this campaign, 2014 was MONES most successful fundraising year yet. Through this campaign, MONES increased its individual donors by twofold, as well as the amount of funds raised by 31% compared with the previous Philanthropy Day event. In just one month, using the 100 Leader Relay model, MONES raised 12.4 million tugrik (approx. \$6,570) and reached a total of 21.8 million tugrik (approx. \$11,550) in donations from individuals in 2014. In comparison, in 2013 MONES raised a total of 15.4 million tugrik (approx. \$8,160) in the entire year through donations ranging from 1,000 to 2 million tugrik (\$0.50 - \$1,060). While MONES's initial aim was to engage 100 individuals, 80 ultimately participated. These 80 leaders brought in an additional 300 individual donors in just one month. In comparison, in 2013, 298 individuals donated to MONES in the entire year.⁶

The 100 Leader Relay began with MONES annual VIP Reception in early November and concluded with Philanthropy Day at the end of the month. This campaign was adapted from a model used by the Korea Foundation for Women (KFW), with whom MONES connected through their mutual participation in the International Network of Women's Funds (INWF). In this campaign, MONES leveraged its two annual fundraising events to ask attendees to commit to raise funds from five people in their networks in support of MONES work, instead of its usual ask to make an individual donation.

Recognizing that leaders come from various economic backgrounds, MONES offered three levels of individual donation amounts: gold (50,000 tugrik, \$25); silver (20,000 tugrik, \$10); and bronze (10,000 tugrik, \$5). A key aspect of the success of this overall strategy was publicly acknowledging and celebrating the leaders' accomplishments. Each time a leader reached the goal of five donors, MONES staff sent an SMS update to the other leaders with the name of the leader that completed the campaign. MONES also announced each leader and the names of her donors on MONES' Facebook page and sent a thank-you SMS to every leader and donor. At the end of the campaign, MONES included a description of the campaign and the names of all leaders and donors in several daily newspapers.

As MONES only has one local fundraising program officer, it wouldn't have had the capacity to engage these 300 people in support of women's rights without the leaders.⁷ To date, engaging new individual donors directly has been very time consuming. Individuals have almost always refused the first request or asked to postpone the conversation. Engaging leaders to reach out to their networks directly and share why supporting women's empowerment is important to them has been the most effective strategy with individual donors that MONES has utilized.

MONES believes that the 100 Leader Relay is a very promising strategy and will continue to use it moving forward. One possible tension is that participating leaders may not present MONES' work from a rights-based or feminist perspective. There were also individuals that committed to participate, but then did not follow through. To address these issues, in future iterations MONES staff will 1) support fundraisers with messaging and 2) follow up with them throughout the month to provide support.

6. Global Fund for Community Foundations. "Growing Philanthropy in Mongolia." Web. <http://www.globalfundcommunityfoundations.org/latest-news/2014/12/5/growing-philanthropy-in-mongolia-q-a-with-mones-the-mongolia.html>

7. Global Fund for Community Foundations. "Growing Philanthropy in Mongolia." Web. <http://www.globalfundcommunityfoundations.org/latest-news/2014/12/5/growing-philanthropy-in-mongolia-q-a-with-mones-the-mongolia.html>

VIP Reception

MONES' Chair, Ms. Tselvelmaa, began the VIP Reception in 2013 as a means through which to engage a high-profile, wealthy crowd less familiar with women's rights issues. MONES raised approximately \$4,000 from this initial event through ticket sales, an auction, and donation boxes passed from table to table. Whereas the attendees of Philanthropy Day tend to be longtime supporters of MONES, the VIP reception attracts women in high-level decision-making positions in the government, members of the Parliamentary Women's Caucus, and female spouses of members of Parliament. In this first year, Ms. Tselvelmaa invested significant time in speaking with each invitee individually by phone to explain the event and why it would be important for that person to attend. Fifty-nine women attended the first VIP reception.

This event was again organized successfully in 2014 and MONES staff used it as an opportunity to recruit approximately 40 women as participants in the 100 Leader Relay campaign. At the reception, MONES showed a video of the work of its grantees in order to help communicate their stories and convey to attendees the impact of their support.

Additional Events

Every year MONES organizes three or four fundraising and awareness-raising events apart from Philanthropy Day and the VIP Reception. In the past these events were not as well known or profitable as MONES would have liked. Staff are currently thinking about how to host more effective events where they can raise at least twice the amount of money. Typically, events have involved significant financial investment and little financial gain. A few examples:

- **Telethon.** In its earlier days of local fundraising, MONES organized a telethon. MONES Chair and a popular comedian were featured on television answering direct calls from anyone who phoned. Those who called were able to ask questions of either host and then stated how much they were willing to donate. While this event did not yield a significant profit, it did raise awareness of issues related to women's empowerment among anyone watching the program. Many people called in, although not everyone who said they would donate followed through, as a means for making donations immediately did not exist and those who committed had to wait until MONES staff called them after the event. This strategy showed MONES that there was interest in contributing to advancing women's rights, but that there is a need for technical solutions that allow people to donate immediately.
- **Annual Lottery.** MONES hosts an annual lottery on June 1, the International Day of Protection of the Rights of a Child. In 2014, MONES raised double the amount it spent on organizing this event. The fund approached Nomin Holding Group and asked to set up in a space outside of one of its department stores, a popular place for families and children to spend the day. MONES asked students from a local art college to dress as cartoon characters and offer face painting. MONES then asked families to pay a small fee to have their photos taken. While it did not raise a large amount of money from the event, it served as a means to "sow the seeds" of philanthropy among a younger generation, as well as their parents. MONES also sold lottery tickets and explained that the funds generated through the sale would be used to support the prevention of and protection of girls from sexual violence.

Moving forward, MONES is exploring similarly creative event formats and is learning from peer women's funds what types of events have worked well in their contexts.

88 Days Campaign

"Every dollar that MONES raises is like pure gold because it is a volunteer contribution without any financial incentive for the donors."

Bolor Legjeem

MONES conducts an 88 Days campaign, spanning the period between Human Rights Day in December and International Women's Day in March, where it raises awareness and collects funds. In 2014, a coalition of 10 NGOs collaborated on the campaign and raised over \$1,000. MONES adapted this model from HER Fund, the women's fund in Hong Kong and another member of INWF.

This campaign has helped MONES to identify which issues resonate most with potential donors. In both 2013 and 2014, the campaign focused on preventing sexual violence against girls. Initially, MONES staff were unsure whether there would be a high level of interest in supporting this issue; the campaign proved that this is an issue people care about. Based on the success of the campaign in 2013 and 2014, MONES will once again focus the campaign on this issue in 2015.

Between Philanthropy Day, the 88 Days Campaign, and other events through which MONES fundraises from individuals, MONES sees individuals as the most promising source of local support moving forward. Individual donors also allow MONES to have less dependence on a few big donors, such as national companies.

At the same time, MONES encounters a few challenges with raising funds from individuals. The first is that the amount of time and effort spent on raising money from individuals is higher than

the amount of actual money raised. According to MONES' Executive Director, "we spend nearly as much time to raise 5000 tugrik (\$2.65) from an individual as to raise 5 million (\$2,650) from a corporation." At the same time, MONES local fundraising among individuals is always coupled with raising awareness on women's issues. Building this broader constituency of support for women's rights is an even more important objective of these efforts.

A second challenge has been Mongolia's current economic crisis. Until 2012, Mongolia had been considered one of the world's fastest-growing economies; however, in recent years the economic situation has rapidly deteriorated and several large local companies have declared bankruptcy.⁸ MONES has found that even if people want to donate, they may not be able to due to their financial situations. This has been the largest external challenge with MONES' local resource mobilization.

Corporations

MONES has pursued corporate engagement since it began seeking local funds. MONES is a well-known organization, so being connected with its work is appealing for some corporations. It has been able to fundraise from approximately three companies per year and has received three substantial contributions to date: \$12,000 from a mining company in 2011, \$6,800 from a mining company in 2013, and \$2,700 in 2014 from Nomin Holding Group, a large company in construction, trade, and insurance. Receiving support from mining companies presents a challenge, as open-pit mining is a key driver of environmental degradation and migration to cities. MONES is careful about which corporations it accepts support from, due to conflicting values. A few additional examples:

8. BBC News. "Mongolia Country Profile." Web. <http://www.bbc.com/news/world-asia-pacific-15460525>

- **In-kind support.** In September 2014, MONES international and local fundraising program officers met with staff at the Korea Foundation for Women (KFW), which has been successful in securing most of its local support from corporations. Learning from KFW's experiences helped MONES shift its approach. It realized that it had only been asking for cash donations from corporations, whereas some companies may be open to providing in-kind support but not cash.

MONES began offering opportunities for companies to make in-kind contributions, such as discounts, products, and space. This approach proved successful. In 2014, 24 companies and 15 organizations supported MONES, primarily through in-kind donations, such as wool socks or gift cards to make purchases at the store. For those that donated gift cards, MONES then found individuals interested in purchasing those cards and converted these donations into cash.

- **Donation boxes.** MONES places donation boxes at stores and in banks, a strategy it learned from HER Fund during a visit to Hong Kong. MONES now raises approximately four times more than it did when it first started utilizing this strategy seven years ago. In 2014, MONES placed donation boxes in 23 Khan Bank branches and 10 boxes at Nomin Holding locations, raising over \$3,700 total. These donation boxes clearly stated "let's stop sexual violence against girls" on the front. This strategy not only serves as means to raise funds, but it also raises the issue for anyone who walks by.

MONES has also encountered a few challenges specific to mobilizing support from corporations. One is that it is difficult to access decision makers at companies. MONES has realized that the best person to connect with is the head director or marketing director

through one of his personal networks. Ms. Tsevelmaa, is helping MONES with these connections by reaching out to the mothers and wives of company executives.

When MONES does reach a company representative, a common response is that as the private sector is only two and a half decades old, the company hasn't yet acquired enough revenue to contribute. Corporate social responsibility is a very new concept, although it has been gaining traction over the past year. In MONES' experience, when corporations do give, they prioritize charity to individuals rather than social causes. The current economic crisis has decreased the likelihood of receiving corporate support even further.

Another challenge is that there is no legislation in Mongolia that supports philanthropy. Neither corporations nor individuals receive a tax deduction when donating. At the same time, there are no restrictions on fundraising either; every tugrik MONES raises can be granted to support women's organizations. The Ministry of Justice has initiated a bill on charity that MONES is helping to shape, but as Mongolia has recently undergone political changes, it remains unclear when the bill will be passed.⁹

While MONES has perceived that the most appealing incentive for corporations is receiving media attention and publicity for their contributions, there is another law that makes this difficult. The state charges a fee every time a company's name is stated in the media, as it is considered to be advertising. In return for donations, MONES used to thank companies in its communication materials and media appearances; however, MONES is then required to pay that fee, which often exceeded the amount of the original donation. For example, it has happened that when MONES thanked a sales company in a newspaper, the government considered that advertising and required MONES to pay the fee.

9. Global Fund for Community Foundations. "Growing Philanthropy in Mongolia." Web. <http://www.globalfundcommunityfoundations.org/latest-news/2014/12/5/growing-philanthropy-in-mongolia-q-a-with-mones-the-mongolia.html>

Based on learning from the experiences of other women's funds, MONES has considered spending more resources on further cultivating corporate support. However, MONES realized that it made more sense in the Mongolian context to invest primarily in fundraising from individuals, as Mongolia has such a strong history of individual giving through personal networks, and to continue its engagement with corporations at its current level.

Communications

Communications is an increasing focus of MONES' local resource mobilization work. In 2012, MONES engaged a fundraising expert to support expanding its local fundraising plans. One of the expert's recommendations was to "develop an institutional communications plan that complements fundraising and raises MONES' visibility." Prior to this experience MONES' staff had focused solely on disseminating information. After receiving these recommendations, staff realized that they needed to develop a more comprehensive, multifaceted communications strategy and "step up the communications ladder." MONES is focusing on the following areas:

- **Accessible messaging.** A key change that MONES has made recently in its communications relates to language and tone. Communication materials now use a lighter tone and present information in a visually attractive way. This learning was the result of hiring a temporary communications consultant who helped MONES understand that the way it delivered messages was not always well received by its audiences. For MONES' staff, every word they wrote was significant and laden with meaning. For its audiences, it was sometimes heavy and inaccessible. As MONES' staff have not



received much communications training and the fund does not have a communications staff person, this is an area in which they continue to learn and grow and where additional support could make a considerable difference. MONES is also using social media as a main channel for communications, as use of social media is growing significantly in Mongolia. MONES has received some in-kind support in the past from communications channels, such as being able to advertise the Philanthropy Day and 88 Days campaigns at no cost on new websites and public TV stations.

- **Online fundraising.** MONES is committed to building and strengthening online fundraising from local and international donors, not just for itself, but for the entire NGO sector in Mongolia. MONES recently received a \$15,000 grant from the Global Fund for Community Foundations to explore online fundraising options, its first grant entirely in support of local resource mobilization.

To date, MONES is not aware of any group in Mongolia using online fundraising platforms. Requests for donations for specific individuals are often made via Facebook and then the money is sent by bank transfer. MONES wants to push online fundraising further and create a means through which individuals can donate right away. In Mongolia, a country of nearly 3 million people, there are 3.5 million registered cell phones. Over the next year, MONES will explore collaboration with websites and mobile phone operators to discuss the technical needs required to enable contributions to social causes. MONES first explored using mobile phones to raise funds in 2013 in partnership with G-Mobile, Unitel, Skytel, and Mobicom Corporation. The amount raised was low, but this attempt laid the groundwork for exploring this channel further.

MONES has also cultivated a common understanding within the fund that local fundraising is an integral part of the work of all staff, and is involving board members in fundraising on a more regular basis. In addition, MONES now consistently provides donors with information about how their money will be spent, both before and after making donations.

Diaspora

MONES also raises funds from the Mongolian diaspora, although this is not a core component of its fundraising strategy. The Mongolian diaspora is quite new. Mongolians started leaving the country more in the 2000s. Many are still first-generation immigrants in their new countries and struggle for financial stability. Whenever MONES staff travels they try to meet with Mongolians living locally. As one example, in 2014, Ms. Tselvelmaa met with undocumented Mongolian women working in low-paying jobs in the United States. Eleven of these women made donations, totaling \$200, a significant contribution compared with their means.

As a recent second example, when MONES' local and international fundraising program officers visited South Korea to learn from the experience of the Korea Foundation for Women, they hired a Mongolian woman living locally as an interpreter. After three days, she offered to both donate personal funds and fundraise for MONES in South Korea. This could be a promising strategy if MONES were able to contact and develop deeper relationships with those in diaspora communities.

IV. THE PATH AHEAD

"Our fundraising was never about raising money only. It was and is about raising support for women's rights. We recognize that women's participation – not only political but also economic – is essential for development. Economic participation includes philanthropy." Bolor Legjeem

MONES believes that its local resource mobilization can be strengthened through four means:

- **Peer exchange.** As fundraising is a new profession in Mongolia and MONES employs the only paid NGO local fundraiser in the country, its local fundraising program officer learns by doing and by connecting with peer women's funds, which MONES connects with through its participation in the International Network of Women's Funds. Two recent examples:

In 2011, two MONES staff visited the Ukrainian Women's Fund (UWF), where they met with grantees and learned more about UWF's fundraising strategies. UWF has very active board members who consistently raise funds from both inside and outside of Ukraine. This lessens the fundraising burden on staff, which allows them to focus more on grant-making. Furthermore, UWF had dedicated staff focused on communications, which has been vital to its advocacy and fundraising work. After this visit, MONES invited new women leaders to join its board and play an active role in fundraising; however, MONES still feels weak in communications skills.

As a second example, in 2014 two staff visited the Korean Foundation for Women (KFW) to learn from its local fundraising strategies. MONES local fundraising officer found learning from KFW's experiences extremely valuable, as South Korea and Mongolia have a number of similarities in terms of political, cultural, and economic climate. She returned energized, hopeful, and with strengthened commitment to mobilizing local resources. MONES staff feel that these types of learning exchanges occur between executive directors and it would be useful if such exchanges were organized for staff in different roles to share with peers in similar capacities.

- **Local resource mobilization trainings for women's funds.** MONES staff have attended a few fundraising trainings in the Asia Pacific; however, they found that many of the practices don't apply to their work with a women's fund. It would be helpful to participate in local fundraising trainings that recognize the unique role of women's funds and the challenges they face in this arena. Trainings should also be designed to speak to those new to resource mobilization and to those with more experience.
- **Communications and marketing training.** MONES does not have the resources to hire a communications staff person, and current staff have not received much communications training. At the same time, staff increasingly realize the importance of investing in communications and marketing to raise MONES visibility, the visibility of its grantees, and the visibility of the issues MONES supports in order to engage more people in support of women's rights. Since funds are limited, MONES is considering developing a comprehensive volunteer program to attract many different groups of people, especially young and creative minds, to provide support for communications and local resource mobilization.
- **Support from the state.** MONES believes that it could be helpful for civil society organizations to receive in-kind or policy-level support from the government. The most helpful change would be to pass legislation that ensures both individuals and corporations receive tax deductions for donations. At present, there are no tax incentives for donations in Mongolia.

NOVEMBER 2015

Reconstruction Women's Fund (RWF)

"Local philanthropy encourages people to invest in a better future - to jointly build relations which advocate equality, solidarity, and humanism." Zoe Gudović, Reconstruction Women's Fund

This case study explores strategies, challenges, opportunities, and lessons learned with Reconstruction Women's Fund's (RWF) local resource mobilization. This work goes beyond raising money from local sources to support RWF - it aims to strengthen the autonomy and sustainability of women's rights movements in Serbia. By investing time, energy, and financial resources into developing relationships with individuals and the philanthropic community, RWF is building a stronger culture of Serbian philanthropy for women's rights.

Reconstruction Women's Fund

- Over the past decade, RWF has given nearly \$1.5 million in support of women's rights.
- In 2014, RWF gave over \$175,000 in support of 47 different groups, of which 20 were first-time grantees.
- Through its four *Sisters are Doing it Best* events to date, RWF has raised nearly \$1,000 and raised awareness about women's contributions to advancing social change in Serbia.
- In 2013, the first year of its individual donor network, RWF raised \$2,882 from 16 individuals.
- Arts, culture, and fun are key features of RWF's local resource mobilization strategies, including *Delicatessen Monday*, a co-organized dinner fundraiser, and *Sailing with Reconstruction*, a sailing trip for potential individual donors to learn from the experiences of RWF's grantees.

At-A-Glance (\$=USD)



Authors: Christen Dobson with Lucía Carrasco Scherer
Contributors: Zoe Gudović, Mirjana Mirosavljevic Bobic and Slavica Stojanovic
Proofreading: Sally A. Fay
Photos: Nada Pleskonjic
Design and Layout: Storm. Diseño + Comunicación

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www.inwf.org

Contact: info@inwf.org

I. THE STATE OF PHILANTHROPY IN SERBIA

Women in Serbia were significantly affected by the nationalist and militarist politics of the authoritarian regime under Slobodan Milošević during the wars leading up to the breakup of Yugoslavia. According to Reconstruction Women's Fund (RWF), the first women's foundation in Serbia, feminists were also the first to oppose the war, organized the highest number of nonviolent protests, and were the most persistent in toppling the authoritarian regime.

Philanthropy in Serbia became more institutionalized after the end of Milošević's regime in 2000. According to research on the contemporary state of giving in Serbia, conducted by the Balkan Communities Initiatives Fund (now Trag Foundation) in 2012, Serbian citizens believe that the tradition of and readiness for giving for the public good in Serbia is developed, but that it is not given sufficient importance and encouragement. Seventy-three percent of people think that donations for the public good are too scarce in Serbia, up from 66% when the first research study was conducted in 2009. The top three contributing factors cited by individuals as to why people are not giving more for the public good are:

1. Destitute financial situation (64%)
2. People are overburdened with their own problems and do not have time to care about others (11%)
3. A lack of trust in whether donations will be given to intended recipients (10%)

This research also found that "citizens of Serbia primarily perceive philanthropy as charitable aid, helping socially vulnerable groups and individuals, primarily the poor and the sick." When asked

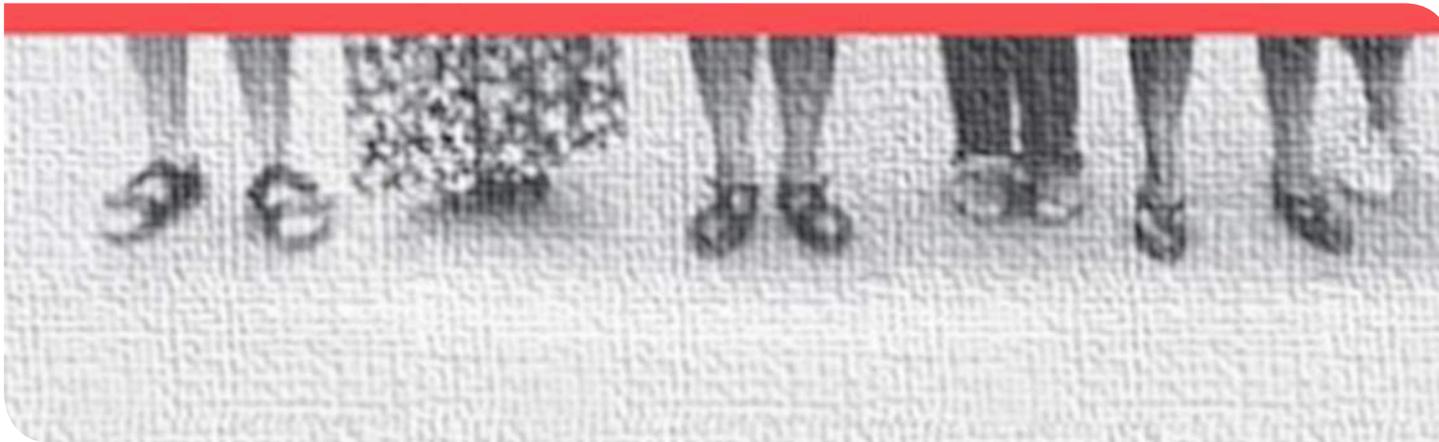
about the primary importance of actions for public good, 89% of individuals named "helping the vulnerable who need it most" while only 5% cited "contributing to the development of civil society organizations."¹ This was echoed in interviews with Zoe Gudović of Reconstruction Women's Fund and Natalija Simović of Trag Foundation, who said that the few high-net-worth individuals and companies that do provide philanthropic support mostly fund direct services, not social change.

II. WHO IS RECONSTRUCTION WOMEN'S FUND?

"Reconstruction Women's Fund knows how to recognize an emerging organization and is often its first supporter. It recognizes the role of unprivileged groups of women within the women's movement and is able to be the organization one can count on in difficult times. RWF's continual support has enabled us to speak about the topics raised within the movements of persons with disabilities, which the women's movement wasn't sufficiently familiar with: double discrimination, violence, body, sexuality of women with disabilities." – Svjetlana Timotic, Out of Circle – Vojvodina²

Founded in 2004, Reconstruction Women's Fund is the only local funder that mobilizes resources and distributes grants to support and strengthen women's organizations in Serbia. RWF's primary goal is to end racism, militarism, nationalism, and any kind of discrimination and violence against women in Serbia by collecting funds to provide grants and strategically linking complementary initiatives. Reconstruction Women's Fund supports the autonomy of Serbian women's groups; strengthens their networking, cooperation, solidarity, and visibility; and stimulates exchange of experiences and knowledge between women's rights activists, academics, artists, and pacifists.

1. "Individual and Corporate Philanthropy in Serbia: Practice and Attitudes of Citizens and Company Representatives." Balkan Communities Initiatives Fund (now Trag Foundation). Dec. 2012. 6. Web. <https://www.tragfondacija.org/media/PDF/BCIF%20-%20Research%20on%20philanthropy.pdf>
2. Reconstruction Women's Fund Newsletter. 18 Sept. 2014. Web. <http://us9.campaign-archive1.com/?u=45fc29a6af3153f08b7929d17&id=d0bd1172a7>



Over the past decade, RWF has given nearly \$1.5 million in support of women's rights through 583 grants and scholarships. In 2014, RWF awarded 75 grants to 47 different groups, of which 20 groups were first-time grantees. These grants totaled \$175,000 in support of organizations working to eliminate homophobia in sports; increase access to feminist and queer theory; and empower young Roma women to be visible advocates for gender equality, among other issues.

RWF's grantmaking supports women's groups that employ innovative and creative forms of public outreach; have less access to other sources of funding; support the ideas of young women activists; facilitate networking and collaboration among women's groups; and build feminist political knowledge. RWF also operates as the only local rapid-response grantmaking program in Serbia, providing urgent financial support to activists facing violence or discrimination.

In addition to grantmaking, RWF facilitates connections through joint campaigns, such as activities around the "16 Days of Activism Against Gender-Based Violence," and engages in public advocacy. RWF also aims to increase exposure to feminist theory

by publishing and disseminating books among libraries across Serbia, as well as hosting an online library with over 30 books and articles in Serbo-Croatian language. In addition RWF has sold books about anti-war and pacifist activism in Serbia in the United States, increasing knowledge about feminism and generating resources in support of RWF's grantmaking.

III. RECONSTRUCTION WOMEN'S FUND'S LOCAL RESOURCE MOBILIZATION: EMPLOYING ARTS, CULTURE, AND FUN TO EXPAND SUPPORT

"RWF contributes to the work and survival of women's groups in various ways, including support to grassroots organizations and to young women. One of the latest RWF initiatives makes me especially happy: the feminist philanthropy initiative aimed at animating activists to invest money in the movement and feminist organizations, and thus not only help the movement's survival, but also develop a sense of responsibility and care for its future." – Katarina Lončarević, Women's Studies Center, Belgrade³

3. Reconstruction Women's Fund Newsletter, 18 Sept. 2014. Web. <http://us9.campaign-archive1.com/?u=45fc29a6af3153f08b7929d17&id=d0bd1172a7>

RWF recognizes that local resource mobilization is critical for the sustainability of feminist groups and movements and sees feminist philanthropy as an expression of solidarity. In its local resource mobilization, the fund emphasizes that contributing to a shared vision of advancing women's rights is more important than the amount donated. RWF's local resource mobilization encourages people to invest in a better future and advocate collectively for equality.

RWF began seeking and first received local financial support for its work in 2009, which started a five-year process of learning and mapping opportunities for securing local support. Its 2014-2016 strategic plan names "continual and gradual development of local philanthropy, as well as the basic aspect of self-sustainability and new resources for supporting RWF's programs" as a key priority.

In 2014, RWF received local support from three key sources: Individuals (42%); Fundraising events (24%); and In-kind support (34%). RWF's primary aims with local resource mobilization are to build relationships and engage supporters for women's rights over the long term. Through the past five years of exploring local resource mobilization, RWF has learned several lessons:

- **Local resource mobilization is part of the key strategies to advance women's rights.** When RWF began mobilizing local resources, staff viewed it as an add-on to their core programming. They soon realized that by mobilizing resources, they are developing relationships and building support of women's rights for years to come. To reflect the value of this work, the local resource mobilization program is now on the same level as other program areas.
- **People are more likely to give when they know what the money will support.** Feeling connected to a specific story increases the likelihood that people will feel compelled to give. It also helps to assuage fears about corruption, as there is a low level of trust for civil society due to mishandling of funds by a few Serbian organizations in the past.
- **Issues should be framed in a way that resonates.** While RWF feels that it is critical to maintain and convey its feminist views, it is also most effective to use language and modes of communicating that appeal to potential supporters. RWF is exploring how to communicate its views authentically, while framing them in a way that resonates with those not yet actively involved with promoting women's rights.
- **Fundraising and awareness-raising events should be fun.** RWF's fundraising and awareness-raising events are designed to be opportunities for people to make friends and have a good time. The fund always integrates live-performance theater, music, or dancing into each event.
- **Exchanges of experiences with other women's funds are crucial.** As a result of learning from a decade of Fondo Alquimia's experience maintaining a giving circle, RWF has created a more sustainable model for its individual giving. RWF also learned from another women's fund experiences with resource mobilization when Marjan Sax, a founder of Mama Cash, visited the Fund. She also helped to organize a meeting in cooperation with the Serbian Philanthropic Forum, marking the first time that RWF had engaged with the Serbian Philanthropic Forum beyond exchanging information about its activities.

RWF has learned these lessons through exploring the following strategies:

Sisters are Doing it Best

"This is an issue of solidarity, not of amount. What matters isn't the money, but rather the wish to support a group or activist, a collective, an idea, and change." – Zoe Gudović, Reconstruction Women's Fund

RWF regards its *Sisters are Doing it Best* campaign as its most successful local resource mobilization initiative, raising nearly \$1,000 to date. Started in 2014, the campaign's aim is to highlight the important work of women to create change within Serbia.

The first *Sisters* event in June 2014, in partnership with Be-Fem, a feminist cultural center, highlighted women's responses to the May floods and raised money to support those affected. The floods made visible a largely invisible world: the world of the displaced, evicted, and repeatedly flooded. By fundraising to support those affected, RWF was not only responding to a humanitarian disaster; it was supporting communities with a long history of exclusion. In addition, after the floods, the Serbian government highlighted stories of how men were responding. The *Sisters* campaign continues to ensure that women's contributions and voices are heard in public spaces.

Through this event, RWF raised approximately \$220 for the small village of Veliki Crljeni. With just \$220, the fund was able to provide socks and underwear in support of 40 women, 30 children, and 26 men who were negatively affected by the floods. RWF spent \$81 of its own resources to cover direct costs associated with this event, including translation and videography.

The second *Sisters* event focused on the right to housing and raised approximately \$272 for the Karadjordevo settlement in Smederevska Palanka. These funds enabled the purchase of



stoves, food, and household items for local families. RWF invested \$229 of its resources to organize this event, covering video and photo documentation, design, and equipment. The value of this event surpassed the money raised. It helped to raise awareness about the right to housing, provided a platform for women activists to share their experiences, and introduced RWF's work to a new audience.

The third *Sisters* event took place during the "16 Days of Activism to End Gender-Based Violence" in November 2014 and profiled a network of local organizations working to end violence against women and advance the rights of women with disabilities and Roma women. The event was both a public fundraising event and a consciousness-raising event. Volunteers provided critical support, such as women journalists being DJs for the evening.

The most recent *Sisters* event occurred in May 2015. Through this event, RWF raised approximately \$227 to support a Roma community to use in any way the community finds useful. All of the artists and musicians that participated donated their time.

Based on the success of the *Sisters* events, cafés have begun approaching RWF with requests to host a *Sisters* event there, as the events bring large crowds and visibility to the café.

Individual Donor Network

RWF began its individual donor network in 2013, informed by the experiences of Fondo Alquimia, the women's fund in Chile; the organizations' staff met through mutual participation in the International Network of Women's Funds. Sara Mandujano, Executive Director of Fondo Alquimia, visited RWF in April 2013 to provide a two-day fundraising training and shared lessons learned from over a decade of operating an individual donor network. RWF received support from a few individual donors prior to Sara's visit; however, learning about Alquimia's experience motivated the fund to begin utilizing a giving circle model. This exchange also catalyzed RWF staff to reach out to their friends and family to ask them to join and to become donating members themselves.

With just 16 members, RWF raised \$2,882 in 2013 and \$1,433 in 2014 through the network. The aims of the network are to increase visibility of women's rights and collect money for women's groups, and their future. Reconstruction Women's Funds has found that it is critical to have physical meetings where people talk, make friends, and build relationships – all of which are missing in online campaigns.

RWF believes that it is crucial to allow time for trust and developing relationships, as both building a culture of philanthropy and increasing support for women's rights take time and resources.

Presently, RWF's public relations and local fundraising officer spends half of her time on supporting the individual donor network.

The best outcome of the network so far has been increasing the fund's visibility and raising awareness about the issues it supports among a wider audience. A recent success story is that the man who designed RWF's first website 10 years ago became a first-time donor through this network, giving a considerable donation. Another example of success is that some women who have received grants or scholarships in the past have donated to the fund, as RWF supported them during a critical time in their lives.

Unclog your Life – Chip In Where it's Needed Campaign

Unclog your Life was RWF's first local resource mobilization campaign, originally organized around key political dates, including the International Day Against Racism. This campaign aimed to encourage people to invest in RWF and women's groups more broadly and raised \$3,037 between 2012 and 2013. A key lesson learned through this campaign is that the general public doesn't have the same political understanding as RWF staff and other activists. These dates had little meaning to them. This campaign wasn't as successful as RWF had hoped, which prompted RWF to adjust its approach and start the *Sisters* campaign. People are more likely to donate when they know the exact issue and people their resources will support. This lesson has shaped RWF's subsequent local resource mobilization strategies.

Delicatessen Monday

Delicatessen Monday is a dinner fundraiser that enables everyone to "meet, greet, and give." It is an example of how RWF has joined an existing activity, instead of spending additional resources to

start its own. Delicatessen Monday was started by a cultural center GRAD that invited from various civic organization from Serbia to cook, clean, and serve food. People purchase tickets to enjoy the meal, socialize, and dance together, strengthening relationships within the women's movement and introducing women's rights issues and groups to others in an enjoyable way. As the cooks and DJ are volunteers, all proceeds above the cost of ingredients support the women's organizations involved.

Joyfulness Craziness

Joyfulness Craziness is an annual awareness-raising event that gathers activists, artists, and others to celebrate women's rights. While not typically a fundraising event, Joyfulness Craziness is an opportunity to raise RWF's visibility and the visibility of the work it supports. It also provides a fun "entry point" through which people can further engage with the women's movement. RWF also receives in-kind support for this event, including the venue and key supplies.

RWF celebrated its 10-year anniversary through the 5th Joyfulness Craziness event in September 2014. It brought together 250-300 people in person, and 7,000 "liked" the event on Facebook. The event was largely made possible by the donated time of 24 volunteers.

Sailing with Reconstruction

To raise awareness and funds, RWF organizes an exchange on a sailboat between its grantees and potential donors. This event tries to connect women who face high levels of discrimination, such as lesbians and women from rural areas with potential donors. A RWF staff person's friend offers the boat at no cost and any money raised supports the fund's grantmaking.

Volunteer Support

Volunteer support is a critical resource in advancing RWF's work. Over the past few years, 19 volunteers have provided translation and editing support; two volunteers have helped with archiving video, audio, and photo material and website design, respectively; and a lawyer has provided pro bono services. Volunteers also support RWF's March 8 activities in commemoration of the International Women's Day by distributing maps showing the location of demonstrations and activities in Serbia, Slovenia, Croatia, Kosovo, Bosnia and Herzegovina, Macedonia, and Montenegro, as well as supporting the Joyfulness Craziness event each year.

Corporations

RWF is just beginning to explore potentially securing support from corporations. Its experience thus far has been that corporations may say that they are interested in giving, but this hasn't yet translated into financial contributions. Moving forward, RWF will engage in additional research to identify which corporations may be good prospects.

According to Trag Foundation's research on perspectives of philanthropy in Serbia, the general view of both individuals and corporations is that corporations should contribute more to the public good. When asked what the primary role of business should be in supporting public good, the top response for individuals was "financing/bigger donations" (41%).⁴

Influencing Philanthropy

Another strategy through which RWF raises visibility about the issues it supports is by engaging with philanthropic networks, including the Serbian Philanthropic Forum.

4. Balkan Community Initiatives Fund. "Individual and Corporate Philanthropy in Serbia: Practice and Attitudes of Citizens and Company Representatives." Dec. 2012: 21. Web. <https://www.tragfondacija.org/media/PDF/BCIF%20-%20Research%20on%20philanthropy.pdf>

Two examples of recent actions aimed at influencing philanthropy include organizing a presentation, in collaboration with the Serbian Philanthropic Forum, with 10 representatives of local foundations in June 2014; and organizing a meeting in partnership with Swedish funder Kvinna till Kvinna on women's human rights for embassy staff from several countries, Serbian foundations, and Serbian government agencies. Through these meetings, RWF made new connections and laid the groundwork for potential future collaboration.

IV. ADDRESSING CHALLENGES

While RWF has made significant contributions to strengthening a local culture of rights-based giving, Serbian civil society still faces a number of challenges in this regard. Most Serbian organizations are still dependent on funding from outside Serbia or government support, which is decreasing, and many grassroots groups exist almost entirely through in-kind and volunteer support. Individual philanthropy is also in an early phase. For organizations that do engage in fundraising from individuals, the challenge is building longer-term relationships and receiving repeat donations, rather than just raising funds through one-off campaigns.⁵

To help address the challenges Serbian women's organizations face with securing local resources, RWF is working on the following four areas:

1. Improve public understanding of why it is important to invest in women's rights. This current lack of understanding is fueled by poor or minimal media coverage of activities to promote women's rights. This is also a challenge for



RWF, as more money and staff time would be required to fully invest in "making the case" for women's rights.

- 2. Promote understanding about the concept of philanthropy.** Trag Foundation's research found that language plays an important role when promoting local philanthropy in Serbia. The words "charitable donations" and "charity" resonated with the greatest number of people participating (57%), while "care about the community" resonated most with just 13% of people. "Philanthropy" resonated with only 4% of the population.⁶
- 3. Encourage people at all levels of income to contribute.** RWF has found that the individuals who are most politically aligned with its mission often have low-paying jobs or are unemployed, and donating a small amount is

⁵ International Human Rights Funders Group Interview with Natalija Simonic. New York, NY: December 2014.

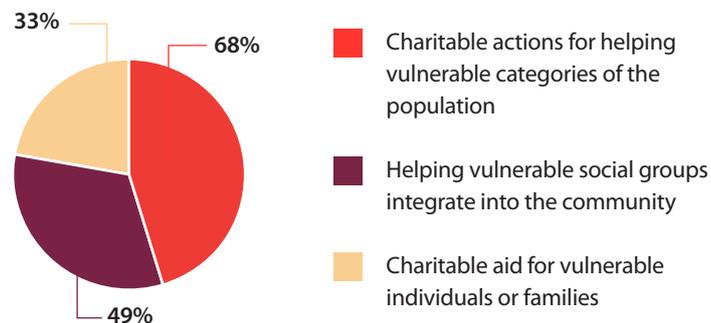
⁶ Balkan Community Initiatives Fund. "Individual and Corporate Philanthropy in Serbia: Practice and Attitudes of Citizens and Company Representatives." Dec. 2012: 6. Web. <https://www.tragfondacija.org/media/PDF/BCIF%20-%20Research%20on%20philanthropy.pdf>

significant. RWF encourages everyone to contribute, no matter how much, as part of providing for the future of women and women's organizations.

4. Raise the visibility of RWF and its grantees. RWF's strategy to date has focused on collaborating with other women's groups, but staff also realize the need to invest in communicating with a broader audience. The fund has recently launched an updated English-language website, is pursuing opportunities to be featured in Serbian media, and has begun using Twitter. While not yet satisfied with RWF's level of visibility in Serbian society, staff also recognize that RWF is operating in a society where both feminism and asking for money have negative connotations. They see communications as a key strategy to changing these perceptions and mobilizing additional support for women's rights in Serbia.

An additional challenge is that philanthropy is still primarily charity-oriented. Trag Foundation's research revealed the following public perceptions regarding priorities within philanthropy:

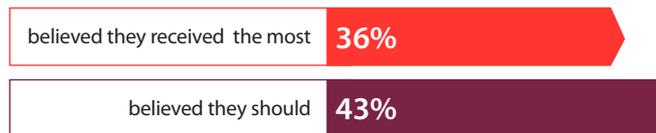
WHICH ISSUES RECEIVE THE MOST SUPPORT IN SERBIA AT PRESENT?



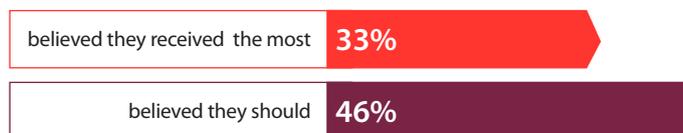
"Protection of human rights" was fifth on the list, with 24% of people believing that it "received the most," while only 17% of people believed that it actually should receive that much.⁷

WHICH GROUPS RECEIVE THE MOST SUPPORT AND WHICH GROUPS SHOULD?

1. The poor:



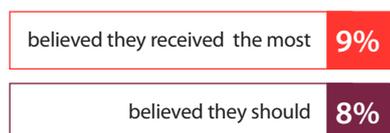
2. The sick:



3. Refugees and internally displaced persons:



11. Women



These responses, as a limited representation of the population, provide insight as to how to frame issues to resonate with the most people, including shaping the discourse about who is seen as a "vulnerable group."⁸

⁷ Balkan Community Initiatives Fund. "Individual and Corporate Philanthropy in Serbia: Practice and Attitudes of Citizens and Company Representatives." Dec. 2012: 10. Web. <https://www.tragfondacija.org/media/PDF/BCIF%20-%20Research%20on%20philanthropy.pdf>

⁸ Balkan Community Initiatives Fund. "Individual and Corporate Philanthropy in Serbia: Practice and Attitudes of Citizens and Company Representatives." Dec. 2012: 11. Web. <https://www.tragfondacija.org/media/PDF/BCIF%20-%20Research%20on%20philanthropy.pdf>

Environment for Giving in Serbia: RWF's Experience

"For funding to come directly to RWF through Paypal or another means, it's a nightmare. It can be paralyzing. We wanted to launch an internet fundraising campaign to raise funds for the Future Fund (an account for supporting emerging needs in the future of its work) where people can give 5 or 10 euro, but we didn't have this type of opportunity." Zoe Gudović

The Serbian fiscal and legislative environment includes few incentives in support of philanthropy. Corporations can receive tax relief for donations that support "common interest" issues; however, this is narrowly defined and does not include human rights.

It is also difficult to send money as an individual directly to RWF. Paypal didn't exist and up to half of the money donated by individuals could be kept by the bank as a transfer fee. RWF did not want to put individual donors in a situation where \$5 of their \$10 goes to the bank, so it began a fiscal sponsorship relationship with a peer fund in the US, the Global Fund for Women. If individuals based outside of Serbia want to donate, they can do so through Global Fund for Women. Not only does this provide potential donors with a channel through which to contribute, but it is also an example of peer fund solidarity. Serbian foundations

and organizations had been urging the Serbian government for five years to allow Paypal, which only recently started to function with limitations.

To address the need to expand mechanisms for giving, RWF is also beginning to research crowdfunding platforms, as it would like to utilize online campaigns to raise funds for its grantmaking program, which supports women. RWF staff are meeting with women familiar with crowdfunding platforms and hope to begin using one of these platforms in late 2015.

V. THE PATH AHEAD

Moving forward, RWF remains committed to actively promoting feminist and social change philanthropy in Serbia to support the sustainability of local women's movements.

Building on the success of its *Sisters* initiative, RWF plans to continue organizing these events to help make visible the considerable contributions of women in Serbia. The fund will also continue to integrate arts and music throughout its local resource mobilization efforts to help engage people beyond activist communities. In addition, RWF will explore new opportunities, such as crowdfunding and engagement with corporations and with diaspora communities.





Local Resource Mobilization Case Study

CASE STUDY 7

NOVEMBER 2015

Semillas, Sociedad Mexicana Pro Derechos de la Mujer, A.C.

This case study explores the strategies, achievements, opportunities and lessons learned with Semillas' local resource mobilization in support of women's rights. For the past 25 years, Semillas has worked to create a culture of social investment in Mexico that supports grassroots women and indigenous leaders. Through its robust individual donor network and engagement with corporations, among other strategies, Semillas is significantly contributing to shifting mindsets about women's rights and promoting social change philanthropy in Mexico.

Semillas

At-A-Glance (\$=USD)

- Over the past 25 years, Semillas has granted over \$16.6 million to groups supporting women's rights
- These groups have carried out approximately 745 projects in all 31 Mexican states and the capital, transforming the lives of more than 2.2 million women and girls
- Semillas is the only donor for 75% of its grantees
- In 2014, Semillas raised over \$75,000 through from individual donors
- Support from local sources comprised approximately 16.5% of Semillas' 2014 total revenue
- An anonymous Mexican individual donor recently gave a \$1 million donation to Semillas' endowment fund



Authors: Christen Dobson with Lucía Carrasco Scherer

Contributors: Jenny Barry and Paulina Barrios

Proofreading: Sally A. Fay

Photos: Semillas, Sociedad Mexicana Pro Derechos de la Mujer A.C.

Design and Layout: Storm. Diseño + Comunicación

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www.inwf.org

Contact: info@inwf.org

I. THE STATE OF PHILANTHROPY IN MEXICO

Several studies on the state of philanthropy in Mexico assert that while Mexico has a strong history of faith-based giving and generous giving directly to individuals, the overall culture of philanthropy in Mexico is weak. Formalized philanthropy is new, emerging in the 1980s, and has been primarily charity oriented supporting service provision or disaster relief. The results of the National Survey on Philanthropy and Civil Society conducted in 2008 found that 79 percent of people polled prefer to give money directly to “the needy,” while 13% preferred to give to an institution.¹ Factors cited as contributing to the weak culture of philanthropy include a burdensome legal and fiscal environment and low levels of trust in civil society organizations due to high levels of corruption and violence across the country.²

At the same time, researchers also highlight that Mexican philanthropy is growing, with community foundations and corporate giving as two promising areas.

According to recent polling research on perceptions of human rights organizations and local fundraising in Mexico, only 1% of the over 2,300 people polled had donated to a human rights organization. However, the research concluded that greater familiarity with human rights, such as frequently hearing human rights language or having met a human rights worker, increases the likelihood that individuals will donate. It also found that while the most highly trusted institution in Mexico is the Church, there is a moderately high level of trust in human rights organizations. While the researchers plan to deepen and expand this research further, these findings suggest that individuals in Mexico could be a promising source of support for human rights work.³

Semillas, the Mexican women’s fund, is also seeing the charity-oriented culture slowly begin to shift. As one example, a member

of the President’s staff recently mentioned in a radio program that the current administration has decided that it is insufficient for the government to provide food; it also needs to build local capacity to address hunger. As the Mexican government has historically taken a paternalistic approach to service provision, it is promising to hear this shift in language.

II. WHO IS SEMILLAS?

“An important part of the way we work is that we view our donors and grantees as peers in a process of social change. We don’t give more credit to the donors because they are putting the money down and we don’t give more credit to the grantees because they are doing the work on the ground; we view them as partners in an important process where everyone has distinct roles. The Semillas team is in the middle, bringing those two groups of people together to have a bigger impact and work together toward common goals.” Jenny Barry, Head of Development, Semillas

Founded in 1990, Semillas is the only fund in Mexico contributing to just and equitable long-term social change by supporting women’s groups and indigenous leaders. Over the past 25 years, Semillas has granted more than \$16.6 million to organizations that work to strengthen women’s human rights. These organizations have carried out approximately 745 projects in all 31 Mexican states and the capital, transforming the lives of more than 2.2 million women and girls. Examples of grantees include indigenous leaders focusing on prevention of maternal mortality, domestic workers advocating for legal protections, factory workers pushing for equal wages for women, and indigenous women operating artisan cooperatives, among others.

1. Layton, Michael D. “Philanthropy and The Third Sector in Mexico: The Enabling Environment and its Limitations.” Web. <http://www.revistascisan.unam.mx/Norteamerica/pdfs/n07/n0704.pdf>
2. Miroff, Nick. “Charitable Giving in Short Supply in Mexico.” *The Washington Post* 13 Aug. 2011. Web. https://www.washingtonpost.com/world/charitable-giving-in-short-supply-in-mexico/2011/08/09/gIQAnJ3dDJ_story.html
3. Ron, James. “The Human Rights Sector in Mexico: Evidence from Activists, the Public, and Elites.” July 2014. Web. <http://jamesron.com/hro-project/>

In 2014, Semillas gave \$871,921 in support of 75 leaders and women's organizations focused on indigenous women's land rights, sexual and reproductive rights, women's labor rights, economic autonomy, lesbian visibility, and Afro-Mexican identity, among other women's rights issues. This support contributed to improving the lives of 63,107 women and, indirectly, more than 300,000 children, women, and men.

Semillas invests in women's groups in three key ways: 1) providing financial resources; 2) offering trainings on issues such as leadership, gender, institutional strengthening, and communication; and 3) linking partners working in different regions of the country to learn from one another's work and to build alliances, as well as connecting groups with other relevant actors, such as the media.

III. SEMILLAS' LOCAL RESOURCE MOBILIZATION: BUILDING ON 25 YEARS OF STRENGTHENING LOCAL PHILANTHROPY

"We aren't supporting charity work. We see this as a strength although sometimes in practice it is a challenge as we are trying to recruit more individual donors who are used to an aid- or charity-based way of giving... In Mexico we see this as a big challenge to how we communicate our work to people who don't understand why giving a donation to a women's organization to start a cooperative or give workshops in their community is a better use of their money than giving to an organization that provides wigs to people with cancer, as one example. It is harder sometimes to communicate the change that will be brought about with their donation as the results aren't as easy to quantify." Jenny Barry

Semillas works to create a culture of social investment in Mexico that focuses on transforming society over the long term, rather than funding welfare assistance with only immediate results. Local



resource mobilization has been a key way through which Semillas has promoted social change philanthropy in Mexico and leveraged additional support for women's rights. In 2014, 20 institutional donors and over 350 individuals gave to Semillas. Local support comprised 16.5% of Semillas' total revenue.

For the past 25 years, Semillas has learned several critical lessons through its local resource mobilization work:

- **Maintain a long-term perspective.** Semillas sees increasing funding for grassroots women as its primary contribution to women's movements in Mexico. At the same time, not every fundraising event yields a profit. Semillas maintains a

long-term perspective, recognizing that sometimes events that do not reach their fundraising goals significantly increase the visibility of Semillas' work and the work of its grantees. Increasing visibility serves as a means toward Semillas' end goal. Ultimately, if a strategy is consistently falling short of its fundraising target, Semillas tries a new strategy.

- **Harmonize communications and fundraising strategies.** Semillas began to more closely align its communications and fundraising strategies in 2014 and plans to continue doing so moving forward. This will involve increasing use of social media in fundraising efforts and exploring crowd-sourcing options.
- **Convey concrete examples in visually attractive ways.** Many Mexicans do not understand the role of a fund like Semillas. The most successful strategy for increasing understanding about Semillas' work and local philanthropy more broadly has been sharing specific examples of how women's lives have changed as a result of the work of Semillas' grantees through photos, video, and in-person testimonies. Semillas plans to further invest in this type of communications and create shorter, lighter videos and electronic postcards.
- **Focus on fun in addition to mission.** Semillas has realized that in order to reach its fundraising goals, it may sometimes need to focus less on its mission and more on organizing the types of events people want to attend, regardless of whether they are fully invested in the cause. While this is a challenge as staff are so invested in the mission, it is

a necessary step to engage new people who aren't familiar with social change work. Fun, lighter events can serve as an entry point to learning more about women's rights and lead to strengthened commitment over time. *"It's important to distinguish fundraising strategies from programmatic work. The fact that we may initially avoid using the term 'feminist' with a specific segment of donors doesn't mean that we cease to be a feminist organization. For example, if we decide to avoid discussion of abortion rights with certain donors, that doesn't mean that Semillas will stop funding pro-choice activists."* Jenny Barry

- **Move beyond usual allies.** It is important to invest in developing local resource mobilization strategies that will help move beyond usual allies. One challenge that Semillas faces is that most people who donate to the organization are similar to Semillas' staff – they are deeply invested in the mission and have the financial means to provide small donations. Semillas is growing its efforts to engage with people who are less aware of women's rights, but who can give much larger donations. Another key target of Semillas' local resource mobilization efforts in 2015 and beyond is young professionals.
- **Be transparent.** In Mexico, due to high levels of corruption, it is critical to be transparent with existing and potential donors about exactly how all of Semillas' funds are spent and what that funding has achieved.

Semillas currently pursues the following local resource mobilization strategies:

Individual Donor Network

One of Semillas' primary fundraising strategies is La Red de Mujeres y Hombres Invirtiendo en Mujeres (Network of Women and Men Investing in Women). This network began in 2001 and now has over 350 individual donors. These donors are primarily based in Mexico; one small network of individuals in the United States also contributed. In 2014, Semillas raised \$75,838 through donations from members of the network, approximately 7% of its total revenue for the year. One of the best outcomes of this network has been building trust and instilling confidence among members, which has led to several major gifts in support of Semillas' grantmaking. As one example, an anonymous Mexican donor gave \$1 million to help start Semillas' endowment fund. As another example, in 2012 Semillas received a one-time donation of nearly \$500,000 from a different anonymous individual donor.

Semillas has carried out a cost/benefit analysis to determine how much has been raised through the network in comparison with how much it has invested. This analysis revealed that from a purely financial perspective the network is marginally worth the resource investment. Current staffing for the network includes one full-time person to coordinate the network and percentages of time of the Head of Development, Executive Director, and Communications Officer, in addition to support from the administrative team to process payments and generate tax-deductible receipts for individual donors.

This analysis identified the following advantages of the network:

- **Flexibility.** Funds from individual donors are thematically flexible, allowing Semillas to respond to needs identified by women's movements that may not align with the priorities



of institutional funders. This unrestricted support also helps Semillas cover operational expenses when necessary.

- **Visibility.** The network increases visibility of Semillas' work and raises awareness about women's rights beyond the donors that participate.
- **Commitment.** As individuals participate in the network, most develop a greater commitment to investing in women and advocate for women beyond donating funds. This

helps to strengthen the culture of philanthropy in Mexico, ultimately benefiting a broad range of organizations.

- **Legitimacy.** Local support for Semillas' work increases its legitimacy and generates greater confidence in the organization among potential new individual supporters, corporations, and institutional donors.

Based on this, staff decided to shift their objectives for the network to better align with these other opportunities. Through this analysis, Semillas determined that the main objective of the network should not merely be to meet a specific fundraising goal, but to use this as a long-term strategy to strengthen the culture of philanthropy in Mexico.

In an effort to also make the network more financially profitable, Semillas is thinking about how to connect with individuals representing diverse sectors who are interested in different levels of engagement. The individual donor network is currently composed of people fully invested in Semillas' mission, many of whom represent the NGO and academic sectors. The fund has realized that it can also have another group of people who periodically attend events and donate, with the aim of deepening their investment over time. Semillas recognizes that a significant percentage of Mexicans have never donated to an organization simply because they've never been asked to; therefore, Semillas must reach out to new sectors and invite people to become involved. Moving forward, Semillas will explore these different levels of engagement among two groups of individuals: high-net-worth individuals and young professionals.

Semillas will reach out to high-net-worth individuals who can make larger donations. Staff are currently developing strategies for moving beyond their usual allies, generally women in their 40s and

50s invested in the women's rights movement. The most promising strategy is to engage board members and major donors to connect with other high-net-worth individuals, as fundraising in Mexico is based on personal relationships. A recent analysis of board members' involvement with fundraising found that they are making significant contributions, with about 25% of the money raised linked with the board. Almost all of these funds are from individuals who were introduced to Semillas through the board and have become loyal supporters, pointing to a best practice to be further strengthened.

Young professionals will be a second area of focus. A critical component of this outreach is messaging. Semillas is developing communications tools that convey that it is "cool to be a donor." Semillas aims to facilitate a cultural shift among young people where they see donating as part of a modern lifestyle and being invited to a fundraising event as prestigious.

Semillas would also like to learn from other organizations' experiences with individual donor networks; however, most of the available information is from the United Kingdom and United States and isn't always applicable to the Mexican context. Semillas has learned some useful ideas from the Mexican field offices of larger international organizations such as Greenpeace and Amnesty; however, they also tend to have start-up capital from their international base, which Semillas doesn't have. A common recommendation is hiring additional staff to focus on local resource mobilization, which Semillas doesn't have the resources to do at present.

25th Anniversary Event

Semillas will mark its 25th anniversary in November 2015 with an event aimed at connecting with new high-net-worth donors and increasing its visibility through engaging well-known public figures.



The event will subtly weave messaging about local women's rights projects throughout a night of art, music, and celebration.

As a lead-up to the anniversary event, Semillas decided to experiment with a new idea aimed at promoting ticket sales: engaging a group of famous Mexican women to raise additional funds. Semillas is partnering with Mexican designer Carmen Rion, who has agreed to donate 15% of her sales in December 2015 via a campaign titled "Deja que tu ropa hable bien de ti" (which loosely translates as "Let your clothes speak highly of you").

Vanity Fair Mexico featured a photo shoot of famous Mexican women modeling the clothes of Carmen Rion, accompanied by an article highlighting Semillas' work, the campaign, the 25th anniversary event, and interviews with the famous women about the importance of philanthropy in support of women's rights in Mexico. The photo shoot and article were featured on Vanity Fair Mexico's digital content in October 2015, which receives millions

of visitors. The magazine has also agreed to cover the anniversary event for the print version of Vanity Fair Mexico. The three famous women who appear in the photo shoot along with the designer and Semillas' Executive Director are: Denise Dresser (political writer and public opinion leader), Monica Patiño (leading Mexican chef), and Cecilia Suárez (actor). In addition to Monica's in-kind donation of food for the event, all of the women will attend and promote ticket sales. Singer-songwriter and actress Lila Downs will also perform. Semillas sees great potential in cultivating long-term partnerships with these allies.

The event will have a higher ticket price than previous events, \$60 for current donors and \$150 for new supporters, as the latter group's ticket price includes a first-time donation to Semillas. The fund also plans to follow up after the event with high-profile attendees and encourage them to become loyal donors.

Communications

In parallel with trying these new strategies, Semillas is transitioning to a more modern public image. Key to the development of this image will be the design and launch of a new website, including a blog with updated information about grantee projects and an attractive platform for online donations. The design of the new website will include a fresh look and will be primarily geared toward converting those interested in Semillas' work into supporters and donors.

Another strategy for reaching new sectors will be the creation of short videos or spots that will provoke curiosity about Semillas' work and lead potential donors to the new website through a fun, creative format. These spots will be disseminated primarily through social media and will include paid promotion so as to reach new audiences. The importance of developing these types of spots was inspired and confirmed by an experimental campaign that Semillas launched to commemorate International Women's Day in March 2015. This campaign #SinDarnosCuenta ("Without Realizing It") consisted of a video in which 17 volunteers read sexist lyrics to popular Mexican songs and then commented on the cultural significance of these songs. The video was viewed by nearly 70,000 people on Semillas' YouTube channel, leading to famous public figures in Mexico sharing the campaign via social media, requests for interviews by leading media outlets, and online donations. Semillas aims to build on this success by continuing to generate "viral" content that serves to increase the fund's visibility among the general public and donations.



Shifting Mindsets

“A lot of people join our individual donor network through personal connections. When they first give a donation it is not necessarily because they fully understand why giving to Semillas is important from a human rights or feminist perspective. One obstacle that we have encountered is with individuals who are more conservative and may be interested in supporting women’s cooperatives or work with indigenous midwives, but do not like the fact that Semillas supports abortion rights or lesbian movement building. However, many times when they have the opportunity to hear directly from grantees, they will stand up at events and talk about why it is so important to support Semillas. Sometimes this change does not happen immediately, but after receiving our materials and going to our events people start to better understand our vision.” Jenny Barry

A focus of Semillas’ local resource mobilization work over the past 20 years has been shifting mindsets about the importance of supporting long-term social change.

Semillas’ individual donor network has been a key strategy. Many people have joined the individual donor network because of a friend’s invitation without fully understanding why giving to Semillas is important, although their understandings change over time.

Two recent success stories:

1. A staff member had been encouraging her mother to become more involved with Semillas as a donor for over a year. Her mother felt that the fact that her daughter worked at an NGO and she helped her was a sufficient contribution. Her daughter invited her to attend a breakfast event where she had the opportunity to hear stories from women supported by Semillas’ grantees. She was so moved that she stood up in front of 100 people and spoke about the importance of Semillas’ work and made a significant donation. She is now a committed participant in the individual donor network.
2. In late 2014, Semillas organized a week-long trip of site visits for Semillas’ volunteers, current donors, and potential donors, most of whom were involved with Semillas’ Chicago network in the United States. Two wealthy women from Mexico City (a friend of a board member and her mother) also participated. The daughter had made a few one-time donations to Semillas previously and her mother had not. Both had previous philanthropic experience donating to a charity that supports children with cancer, but had very limited prior exposure to social justice work and no connection to women’s rights movements in Mexico. Several months following the site visits, Semillas received a call from the daughter sharing that she and her mother had decided to become ongoing monthly donors with donations of 2,000 pesos (approximately \$125) per month and 5,000 pesos (\$310) per month, respectively.

Corporations

“Corporate social responsibility is gaining momentum in Mexico; we need to be a part of it.” Jenny Barry

Over the past several years, Semillas has successfully forged strategic alliances with companies to promote more egalitarian work environments from a social responsibility perspective, and has secured contributions in support of its grantmaking. In 2014, Semillas raised \$115,000 from national companies and corporate foundations, 11% of its total revenue for the year. Examples include:

- **Red Internacional de Mujeres Ejecutivas y Lideres (RIMEL, International Network of Women Executives and Leaders).** This networking group holds breakfasts every three months for which the cost of admission includes a donation to Semillas. Hundreds of dollars are raised at each breakfast and many of the women who participate in the group have also independently attended Semillas’ fundraising events. Through this partnership, Semillas aims to incorporate a larger number of women executives and entrepreneurs into the individual donors’ network.
- **ANIZA.** The company of a Mexican designer based in France provides a monthly donation of approximately \$1,120 to Semillas, in addition to promoting Semillas’ work on the company’s website. The designer has also provided pro bono business administration training for indigenous women’s cooperatives that are current and former grantees of Semillas.

Another recent donation includes a grant from Fundación Banorte, the foundation of one of the largest banks in Mexico. This foundation used to be solely charity oriented and now provides

grants from a gender perspective. In addition, in 2014, one donation received from a corporate donor was double the amount fundraised in a year through the individual donor network.

In order to continue this momentum and secure additional support, Semillas is rethinking how it approaches corporate donors, as it is quite different than with private foundations, the largest source of support for the fund. Semillas expects to spend more time in negotiations, as corporations are not as used to funding social change work and it takes time to build trust. The biggest challenge has been that the corporate sector is mostly conservative and is reticent to partner with a women’s fund that works on “controversial issues.”

Semillas knows that it would need to meet with several companies per month to be successful with this strategy, which would mean less time for the fundraising team to spend applying for



support from international foundations. For now, Semillas has engaged a volunteer who works in the corporate sector to develop a strategy for taking its corporate engagement to the next level. Semillas believes that corporations are the most promising source of increased support over the coming year.

Campaigns

One of Semillas' most successful local fundraising campaigns was an effort in 2013 to raise funds for emergency reconstruction projects after Hurricanes Ingrid and Manuel, through which it raised \$8,000 in less than one month from local sources. This amount was then matched by the Oak Foundation, a match Semillas may not have been able to reach if it hadn't spent years investing in developing its individual donor network.

Semillas believes that this effort was its most successful campaign to date, as it had a concrete, timely purpose, different from in other years.

While Semillas recognizes that fundraising for a specific purpose is often the most effective, the fund sometimes finds it challenging to make Semillas' work tangible for donors. As Semillas supports at least 50 grantees per year all over Mexico working on many different projects and issues, it isn't always clear which issues will have the greatest resonance.

Diaspora

Semillas believes that the Mexican diaspora is an important potential source of support that it hasn't yet fully tapped into. Semillas organized a week of grantee visits for its volunteer chapter based in Chicago in late 2014, which has inspired the members to commit to raising at least \$10,000 in 2015. Building on this trip's

success, the fund would like to organize an annual trip with potential major donors or volunteers.

An important aspect of the strategy of hosting volunteer groups in other countries is that Semillas staff do not need to devote much time to support these groups – they can focus on the work in Mexico and know that fundraising is happening in parallel elsewhere. Semillas' most successful fundraising event of 2014 was a Day of the Dead celebration organized by a former Semillas staff person in London. Staff sent the organizer decorations from Mexico and she organized the event independently, raising \$6,231 in unrestricted support for Semillas' work.

Partnership

Semillas is currently working in alliance with another Mexican fund, Fondo Acción Solidaria (FASOL), to raise local resources in support of women-led projects responding to climate change. Two Mexican foundations, Fundación ADO (a corporate foundation) and Fundación Tichi Muñoz (a private foundation), have committed to supporting this work.

This partnership accomplishes two aims: 1) raising additional resources in support of both organizations and 2) expanding awareness and support for work at the intersection of women and the environment. FASOL supports projects focused on the environment and local responses to climate change, but prior to this partnership had not yet approached this work from a gender perspective. Semillas had previously supported projects with a secondary focus on the environment. The funds realized that there was significant potential to join their efforts and co-fund work at this intersection.

Semillas realizes that through collaborative fundraising and grantmaking it can achieve more in its support for women's rights,

and the fund sees collaboration with other Mexican funders and organizations as an important strategy with its local resource mobilization moving forward. Semillas also sees this partnership as a manifestation of its commitment to feminist resource mobilization, where other organizations are viewed as allies rather than as competitors.

Long-term Organizational Sustainability

Semillas is building an endowment to enable it to support women's rights for many years to come. The endowment will also provide a security net for Semillas and help it to weather any crises that may arise.

To establish this fund, Semillas received a \$1 million donation by an anonymous Mexican individual donor and a \$2 million donation from the Ford Foundation.

Semillas is currently exploring options for institutional donors that may be interested in contributing to the growth of the endowment fund, and in the coming year also aims to identify major individual donors who could also make significant contributions.



The Fiscal and Legal Environment for Local Fundraising in Mexico

In 2013, the Mexican government passed an anti-money laundering law that includes several new requirements for civil society organizations. The law has proven controversial: some see it as encouraging transparency, which may help to strengthen the legitimacy of nonprofit organizations in the public's view and help to prevent misuse of funds, while others see it as a tactic to limit philanthropy and civil society by placing such high administrative burdens on organizations to consistently report all of their donations to the point that they are unable to comply.

Under this legislation, organizations are required to open a detailed file with donor information for every donation above \$7,000; and to report any grant from above \$15,000 to the Finance Intelligence Unit of the Mexican government.

The primary implication of this legislation for Semillas is that it requires that additional staff time be spent on complying with the new requirements, shifting those resources away from local fundraising work. Another challenge is that some international donors are not comfortable providing the level of personal information required by the Finance Intelligence Unit. As one example, the new law requires a copy of the passport or driver's license of the donor or primary representative

of the foundation. In cases where donors are not comfortable sharing information that they consider to be private, typically because of a concern with identity theft, Semillas and other organizations that receive this donation are at risk for noncompliance with the legislation. Organizations that are missing even one document are exposed to government sanctions. Sanctions are determined on a case-by-case basis, but can total up to 4 million pesos (\$240,000) for noncompliance, greater than the annual budget of many organizations. As a temporary measure for donors who are unwilling to submit detailed personal information, Semillas requests a signed explanation.

As part of Mexico's broader fiscal reforms, organizations also now have to send a tax-deductible receipt for any donation to the donor within three days of receiving the funds. This step is very time consuming and may require Semillas to shift its approach with individual donors. Prior to this reform, Semillas had thought it would be more strategic to encourage consistent monthly donations from those in their individual donor network; however, it may now take less staff time if donors provide larger annual donations. A factor that complicates this further is that Mexican NGOs are only legally permitted to spend 5% of their budgets on

administrative costs. Additionally, legally registered organizations in Mexico need to complete an additional process to become *donatarias autorizadas*, allowing them to provide tax-deductible receipts to individual donors. Many small and medium-sized organizations are unable to make the time investment required to undergo this process, thus limiting their fundraising options.¹

Moreover, the Mexican government recently reduced the percentage of taxes that individuals and corporations can deduct for giving donations, from 10% to 7%, which provides corporations and individuals with less incentive to give.²

Semillas is currently involved with a group of other foundations and other nonprofit organizations thinking about how to reform these laws so that they promote an enabling environment for philanthropy.

Sources:

1 Mendoza-Trejo, Guadalupe. "Briefing for Donors on the Anti-Money Laundering Law in Mexico." Commissioned research, 5 May 2015 [unpublished].

2 "The Index of Philanthropic Freedom, 2015." The Hudson Institute. Mexico profile. June 2015. Web. <https://s3.amazonaws.com/media.hudson.org/files/publications/2015.06.15IndexofPhilanthropicFreedom2015.pdf>

IV. THE PATH AHEAD

In 25 years of exploration with local resource mobilization, Semillas has seen considerable success in its fundraising through its individual donor network and, increasingly, from the corporate sector. Through engagement with these actors, Semillas has made a significant contribution to expanding support for women's rights and strengthening Mexican philanthropy. Semillas is now scaling up its local resource mobilization efforts to explore promising opportunities through new branding and communications strategies, engagement with high-profile individuals and major donors, and exploration of crowdsourcing platforms. With each of these strategies, Semillas remains committed to its long-term goal: ensuring the sustainability of grassroots women's and indigenous groups in Mexico.



NOVEMBER 2015

South Asia Women's Fund (SAWF)

This case study explores the strategies, challenges, and future direction of South Asia Women's Fund's (SAWF) work to mobilize local resources in support of women's rights. Through its in-depth analyses of funding for women's rights in the region, SAWF has found that grassroots groups working to advance women's rights and empowerment struggle to secure sufficient resources to sustain their work. SAWF's new resource mobilization strategy builds on these findings. In addition to an aim of raising funds to support its grantmaking, this strategy includes regional and global forums concerning resource mobilization and women's rights.

South Asia Women's Fund

At-A-Glance (\$=USD)

- SAWF's grantmaking supports feminist leadership, the right to safe and secure mobility, young women's decision making, and access to justice.
- Since 2004, SAWF has supported 136 initiatives through grants and fellowships totaling \$1.3 million.
- SAWF is launching a new influencing philanthropy and resource mobilization strategy that emphasizes tailored communications and messaging for specific audiences; country-level resource mobilization strategies for each of the five countries in which it funds; and a focus on South Asian philanthropy in global and regional forums on resource mobilization and women's rights.
- SAWF's board chairwoman, a leading Indian industrialist, is SAWF's largest individual donor and gives \$20,000 annually to support four legal fellowships for women lawyers in district-level courts to undertake pro bono casework for women who cannot access legal aid.
- SAWF's analyses of funding for women's rights in South Asia, involving 338 organizations; 46 leading activists, researchers, and academics; and 38 donor organizations, have addressed a critical knowledge gap about access to funding in the region and provided a starting point for conversations with potential future donors.



Authors: Christen Dobson with Lucía Carrasco Scherer

Contributor: Anisha Chugh

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www.inwf.org

Contact: info@inwf.org

I. THE STATE OF WOMEN'S RIGHTS PHILANTHROPY IN SOUTH ASIA

"Right now in South Asia, human rights philanthropy is limited. Philanthropy is primarily understood as giving for charitable causes, religion, and disaster relief. In this scenario, talking about giving money for women's rights is quite challenging." Anisha Chugh, Director of Programmes, South Asia Women's Fund

In 2010, the South Asia Women's Fund (SAWF) began an analysis of the availability of and access to resources for women's rights in South Asia to have a more comprehensive and accurate picture of funding flows and to use this data to mobilize additional resources in support of women's rights. The resulting study found that the understanding of philanthropy in the region largely remains limited to a focus on charity, disaster relief, religion, and livelihoods and that groups working on social change still struggle to secure sufficient resources to sustain their work. This study highlights a critical gap in support for women's groups across the region, provides a starting point for conversations with potential future donors of social change, and is a tool that women's groups can use to raise the importance of local support for women's rights and leverage additional funds.

According to this research, two key sources of funding for civil society in South Asia are bilateral and multilateral donors and local governments. Bilateral and multilateral donors do make financial commitments in support of gender equality and gender mainstreaming; however, some organizations surveyed as part of this research reported that in practice this cross-cutting approach has taken the focus away from women's rights work.¹

Governments in South Asia also provide support for civil society's work on social justice, particularly related to poverty alleviation. At the same time, they have policies and regulations

regarding NGO registration, governance, and foreign funding that can complicate NGOs' work. While the rationale is to effectively oversee the work of the civil society groups, complying with various registration processes, foreign funding permissions, and legal requirements can be quite resource consuming for organizations, especially small grassroots groups. The relationship between civil society and the State has become more complicated as civil society actors have increasingly shifted from service delivery to monitoring government policies and actions and pressuring the State to respect human rights.²

Based on SAWF's research, the organizations most likely to receive resources for women's rights are registered organizations based in urban areas with large budgets and English-speaking staff. This is particularly true with bilateral and multilateral donor funding, as the application processes are highly technical and the amounts available are beyond the absorption capacities of smaller organizations. Grassroots organizations interviewed expressed being forced into partnerships to access enough resources to survive the year.³

A survey among women's rights organizations revealed the following challenges with resource mobilization:

- Issues the organization focuses on are not priorities for donors (27.8% of respondents)
- Language limitations and inability to access information about available funding (20.6%)
- Donor-related reasons, including (20.6%):
 - » Lack of funding for longer-term, empowerment-focused interventions
 - » Too much focus on quantitative results
 - » Preferences for larger NGO partners

1. South Asia Women's Fund. "Rights, Shares, and Claims: Realizing Women's Rights in South Asia." 2012: 12. Web. http://www.sawf.info/admin/upload_report/study_summary.pdf

2. South Asia Women's Fund, 8.

3. South Asia Women's Fund, 11-12.

- » Less interest in supporting developed countries, such as India and Sri Lanka
 - » Grant design does not match community needs
 - » Different definitions of issues and approaches between NGOs and donors
 - Lack of funding for operational expenses (9%)
 - Limited nature and size of funding (8.4%)
 - State restrictive policies (3.8%)
 - Local sociopolitical environment, including whether working on women's issues is considered socially acceptable (1.3%)⁴
- Despite these challenges, the study cites a few potential sources for increased resources for women's rights moving forward: foundations, diaspora communities, corporations, giving circles, social ventures, and social media platforms. With each of these sources, the case needs to be made for shifting from a charity-oriented approach to supporting women and girls to a long-term social justice frame.

⋮
4. South Asia Women's Fund, 11-12.

SAWF Recommendations for Grantmakers Supporting Women's Rights in South Asia

Based on the research findings, SAWF developed several recommendations for donors interested in increasing support for women's rights in South Asia:

- Support participation by local civil society organizations in global dialogues on aid architecture and women-oriented philanthropy
- Support organizations to engage in dialogue and evidence-based advocacy with the corporate sector about the impact of financially supporting women's rights
- Provide support to enable organizations to increase engagement with potential individual donors, including diaspora communities
- Provide support to organizations to explore newer models of social interaction, such as social media, to reach a wider audience of potential donors and grantees
- Align grantmaking strategies with the needs of grassroots women's organizations
- Support knowledge development and exchange between women's organizations
- Invest in leadership development and capacity building of local women's organizations
- Expand scope of funding to reach marginalized women's organizations and communities

II. WHO IS SOUTH ASIA WOMEN'S FUND?

"SAWF's approach to philanthropy is getting resources to the groups that have been historically marginalized, silenced, and have existed on the periphery. This includes women's rights groups, Dalit groups, and the trans and queer community, among others and groups working at the intersection of these identities. Feminist philanthropy is getting resources to those most marginalized." Anisha Chugh

Since 2004, SAWF has given \$1.3 million in support of 136 women's rights initiatives in Bangladesh, Nepal, India, Pakistan, and Sri Lanka. Through its grantmaking, SAWF provides access to resources for women-led interventions in these five countries, with a focus on marginalized women and communities, largely without access to other financial support.

SAWF supports women's rights groups, particularly those with an annual budget less than \$50,000, and activists through small grants and fellowships under four themes:

- 1. Strengthening Feminist Voices (\$1,000-\$10,000):** SAWF is particularly interested in supporting initiatives that are innovative and cutting edge, promote collaboration among women's rights groups, or strengthen local, national, or regional women's movements.
- 2. Right to Safe and Secure Mobility (\$5,000-\$10,000):** funding in support of women's rights to movement, livelihood, and choice, with a particular focus on the rights of women involved with stigmatized areas of work such as sex work and domestic work.
- 3. Right to Physical Integrity and Decision Making (\$5,000-10,000):** funding in support of young women-led



initiatives and work aimed at promoting young women's decision making related to forced marriage and right to choice in relationships.

- 4. Access to Justice (\$4,000):** fellowships to women lawyers practicing in district-level courts, enabling them to undertake pro bono case work for women who cannot afford or access legal aid.

In addition to grantmaking and building the capacity of its grantee partners, SAWF also acts as a knowledge hub and has undertaken critical studies such as a review of corporate social responsibility in South Asia and an assessment of the national legal frameworks pertaining to human trafficking in Bangladesh, India, and Nepal.

III. EXPANDING SUPPORT FOR WOMEN'S RIGHTS IN SOUTH ASIA THROUGH LOCAL RESOURCE MOBILIZATION

In order to contribute to the long-term sustainability of women's rights work in the region, SAWF realizes the necessity of investing resources into influencing philanthropy. Since its inception, leveraging additional resources for women's rights movements throughout the region has been a key objective of SAWF's work.

In 2012-2013, SAWF's Board of Directors initiated a review of the Fund's programs to develop an updated strategic plan for the years ahead. Key recommendations that emerged from this process were:

1. Enhance understanding within the team of SAWF's role as a women's fund;
2. Communicate SAWF's work more effectively in order to increase its donor base and outreach; and
3. Develop a robust resource mobilization and influencing philanthropy program backed by a specific budget.

This process has culminated in a new organizational strategy for grantmaking, partner support, resource mobilization, and institutional structure.

SAWF's new resource mobilization strategy has three objectives:

- 1. Ensure SAWF's sustainability.**
- 2. Raise resources for strengthening the women's movement in the region:** Through fundraising from a diversified donor base, SAWF hopes to ensure increased and sustained access to resources by women's groups and women's movements at the national and regional levels.

3. Build a strong understanding of the need for philanthropy towards social justice and women's rights among various donors in the region.

Based on lessons learned and reflections from this review process, SAWF crafted a new resource mobilization strategy with five key components:

- **Sector Specific:** SAWF's new strategies will focus on two types of donors: 1) new actors: corporations, high-net-worth individuals (particularly women entrepreneurs), international family foundations, and diaspora communities; and 2) traditional actors: bilateral and multilateral donors, international foundations, and national foundations. SAWF is currently engaged in research on each of these actors to help design targeted approaches.
- **Country Specific:** Strategies will be tailored to each country in which SAWF funds. A team composed of board members, consultants, and friends will be established in each country to supervise the implementation of the local strategy. This approach will increase the visibility of SAWF in each of the five countries in which it works, enabling it to reach previously unknown groups; engage new supporters for women's rights; and increase local funding for women's rights for both SAWF and other women's organizations in the region.
- **Communications:** SAWF is revisiting its communications strategies to ensure that language and messaging are targeted to different types of potential donors. Communication tools to be developed include: 1) case studies that

share successes within SAWF's grantmaking portfolios; 2) a redesigned and enhanced website; 3) research on SAWF's impact on the women's rights field; and 4) a film celebrating the past 10 years of SAWF's work.

- **Endowment Fund:** In order to secure its sustainability over the long term, SAWF will start an endowment fund. SAWF anticipates this will be challenging, as it has seen funds for endowments decrease significantly.
- **Critical Spaces and Visibility:** Over the next two years, SAWF will bring a focus on South Asian philanthropy to regional and global initiatives focused on resource mobilization and women's rights. In 2013, SAWF organized its first roundtable discussion in India about financing women's rights in the region, in partnership with Ford Foundation and Association for Women's Rights in Development. SAWF plans to build on this initial conversation by organizing a roundtable of at least 50 South Asian women leaders with whom SAWF can advocate for more resources for women's rights work in the region.

Five years of experimenting with local resource mobilization strategies have informed the creation of this more comprehensive approach. To date, SAWF has successfully mobilized local resources from the following sources:

Individual Donors

Over the last two years, SAWF's board of directors has taken a very active role with local resource mobilization, leading to the development of a new resource mobilization strategy with a three-year

action plan beginning in 2015. Priya Paul, a leading Indian industrialist and chairwoman of SAWF's board, is also SAWF's largest individual donor. She initially provided support to SAWF by hosting dinners and linking the Fund to other donors. After a few years of involvement with SAWF, she made a donation of \$20,000 to support four fellowships for women lawyers in India working to advance access to justice for women. A fellowship of \$4,000 per year enables one legal fellow to provide pro bono assistance to women litigants in cases of divorce, maintenance, custody, domestic violence, and sexual violence and challenge impunity in local courts. According to Tulika Srivastava, Executive Director, SAWF:

"By engaging in organized litigation in all five countries on sexual violence in small towns, we hope to build a web of protection, as well as a body of legal work, that will support survivors and end impunity for sexual violence through exposure. In addition to good judgments, we believe that a road map of obstacles to justice could be built leading to long-term change and a vibrant movement for access to justice against sexual crimes in the region."



While Priya is a well-known philanthropist and patron of the arts, this is her first foray into supporting a rights-based program. In addition to publicizing her ongoing commitment to supporting the legal fellows program in Vogue magazine, she acts as a bridge builder for SAWF with high-net-worth individuals and corporations.

In May 2015, as one example of this commitment, Priya invited SAWF staff to speak at an event about women's rights for high-net-worth individuals. Prior to the event, staff carefully considered the most compelling approach for the presentation and ultimately decided to focus on the concrete impacts of its legal fellowship program. After sharing a [three-minute documentary](#) about how the program empowers women, Tulika Srivastava framed the Fund's work as "women-centric" and "women-led," rather than "feminist" or "women's rights." This use of an empowerment frame proved to be critically important. Through this event, SAWF raised funds to cover the capacity-building costs and part of an honorarium for one fellow in India.

A third example of a success with fundraising from individuals is when renowned women's rights advocate and activist Srilatha Batliwala asked her network to donate to SAWF in honor of her 60th birthday. This raised more than \$2,500, an amount that can easily support a small community group, grassroots activist, or legal fellow.

To date, SAWF has been able to secure support from a handful of committed individuals. It is now crafting a strategy for raising resources from a larger base of individual donors.

Events and Corporations

SAWF held its first fundraising event in September 2011 in Colombo and raised approximately \$2,500 above funds expended on organizing the event. "Voices: Blurring the Boundaries" took place

again the following year, raising approximately \$2,000 in profit, an amount that could cover four travel grants for SAWF grantees. One hundred and forty people attended, including a number of corporate representatives, invited by SAWF for the launch of its mapping of corporate social responsibility (CSR) in South Asia and to encourage more CSR initiatives targeted at women. The third iteration of the event, held in 2013, raised \$4,000 over expenses.

While SAWF did make a profit on all three of these events, its board has advised pursuing other strategies, as organizing events consumes too much staff time and energy. Board members based in Sri Lanka who work in the corporate sector have proposed to help SAWF fundraise from five corporations in lieu of an annual fundraising event. This strategy will also ensure that SAWF has established relationships with at least five companies in Sri Lanka, including both national companies and multinational companies with local offices, on which it can build moving forward. Forming these relationships will require SAWF to develop a tailored communications strategy for corporations that emphasizes impact and uses language that resonates with their understanding and experiences. The Fund has found that its research on the landscape of funding for women's rights in South Asia is a helpful entry point for conversations with potential donors. For now, SAWF's local resource mobilization strategy in Sri Lanka will transition from events to corporate engagement. In the past, SAWF has received in-kind donations from companies, including space for a staff retreat, website design, and event sponsorship.

To date, SAWF has only organized fundraising events in Sri Lanka, where it is registered as a not-for-profit company. In order for it to raise resources in other countries, SAWF would have to be registered as a local entity.

SAWF's Board of Directors recently registered a local entity in India to pursue local opportunities for support. In April 2014, as one



example, India implemented a law requiring corporations to spend at least two percent of their net profit on social development.⁵ To date, much of this money has been spent on charity-oriented work, but it could help in mobilizing resources for women's empowerment in the future.⁶ Now that SAWF is registered as a not-for-profit company in India, corporate engagement will be a priority strategy moving forward.

SAWF will organize its first event in Delhi in 2016 to mark the launch of its registration in India and to increase its visibility in the country. This event will also celebrate the first 10 years

of SAWF's work. In addition, SAWF's Board member in Pakistan, a documentary filmmaker who is skilled with communications, will organize an event in Pakistan for high-net-worth individuals to raise both funds and SAWF's profile locally.

Collaboration

As a regional fund working in contexts with significant fiscal and legal barriers to fundraising, SAWF views collaboration as an important strategy. One current example of collaboration is with India Foundation for the Arts. The Foundation approached SAWF to co-fund a project on feminist street theater. The project will culminate with a play, serving as a fundraiser for both India Foundation for the Arts and SAWF. As the Foundation has experience with both fundraising events and marketing in India, SAWF hopes to learn a lot from this partnership. SAWF is seeking similar types of collaboration with other local donors in India.

IV. FISCAL AND REGULATORY CHALLENGES WITH LOCAL RESOURCE MOBILIZATION IN SOUTH ASIA

"This is a difficult climate to work in. Our communications strategy includes a focus on ensuring that people don't feel nervous about supporting women's rights in this climate and encouraging them to invest in something that is so critical. Receiving foreign funding in the region is also very difficult. Any group across all five countries in which we work that receives foreign funding is viewed with suspicion, especially if they are working on human rights." Anisha Chugh

As SAWF is a fund rooted in South Asia, it is uniquely positioned to promote a culture of support for women's rights through local giving. A significant challenge in pursuing this aim is the fiscal

- 5. Prasad, Ashok. "India's New CSR Law Sparks Debate Among NGOs and Businesses." *The Guardian* 11 Aug. 2014. Web. <http://www.theguardian.com/sustainable-business/india-csr-law-debate-business-ngo>
- 6. Bhatnagar, Gaurav Vivek. "International Meet Skips India for Freer Bangkok Due to NGO Crackdown." *The Wire*. Jun 14. 2015. Web. <http://thewire.in/2015/06/14/international-meet-skips-india-for-freer-bangkok-due-to-ngo-crackdown-3854/>

and legal environment in the region, which limits resource mobilization opportunities for all South Asian organizations. These challenges primarily relate to two areas: 1) financial systems and permissions and 2) registration.

Financial Systems and Permissions

Except for Sri Lanka, the five countries in which SAWF makes grants have legal restrictions on transferring locally raised funds outside of the country. SAWF was established in Sri Lanka, as it was the only country in the region that recognized a multinational board of directors and allows for accounts in US dollars that can facilitate transfer of funds to other countries.

In 2014, challenges with the banking and permissions systems in Sri Lanka resulted in SAWF needing to significantly delay its grantmaking, as well as vendor payments. Due to a change in its bank's policy to require a much higher minimum balance, SAWF had to change banks, requiring the Fund to go through the process once again of seeking permission to open its account. This process ultimately took nearly six months and SAWF was unable to send any money outside of Sri Lanka during this time. SAWF is required to maintain two bank accounts in Sri Lanka: one in Sri Lankan rupee to cover local expenses such as office rent, administration, and local meetings; and one in US dollars to cover payments to the other South Asian countries in which it works, such as grants and payment for staff and vendors not based in Sri Lanka.

In 2013, SAWF received permission to set up its Liaison Office in India, which took one year to establish and became functional in December 2014. This enables SAWF to maintain a local bank account, pay local vendors and consultants, and hire local staff. This status does not allow SAWF to raise funds in India, receive grants

at the India Liaison office, or make grants to local organizations. As a result, the Indian members of SAWF's board of directors initiated the process of registering a national entity in India as a national not-for-profit company, which was recently granted. This national entity will be able to raise funds in India for supporting women's groups in the country. The board's vision is to promote philanthropic giving at national levels through institutions similar to that of SAWF, raising local resources to support local initiatives.

Given the time and effort required to establish local offices, SAWF has not yet attempted the process in any of the other countries in which it funds.

Registration

In addition to requiring registration as a nonprofit organization, some governments in the region have processes that allow them to further scrutinize the financial and legal records of nonprofit organizations. This is generally by requiring additional registration with NGO secretariats or with Ministry departments. These requirements can affect the ability of NGOs to independently monitor the government's policies and actions. Many groups, particularly those working in remote areas, do not know about the requirements, do not have the capacity to compile the required documentation, or experience language barriers. In addition, the State tends to engage in dialogue with organizations with these additional registrations, thus providing less access to policy change and resources for groups without this registration.

- **Bangladesh:** In addition to registering as nonprofit organizations, NGOs must register and file records with the NGO Affairs Bureau. Bangladesh does not allow for transfer of funds

from local NGO bank accounts to foreign accounts. Bangladeshi NGOs must register any foreign funds received and are subject to government scrutiny of the use of these funds.⁷

- **India:** All NGOs or charitable organizations need to apply for registration under the Foreign Contribution Regulation Act and renew this registration every five years in order to be allowed to receive foreign funding. This process is time consuming, drawing resources away from organizations' abilities to fulfill their missions. As human rights funding in India is primarily from international donors, human rights and social justice organizations have been among the most affected. As one example, the Indian government has added numerous foundations to a list of donors that may not give money to Indian organizations without government permission, including one of the largest funders of social justice globally, Ford Foundation.⁸

India does not allow for transfer of funds from Indian NGO bank accounts to foreign accounts, except for when those funds "serve Indian interests," and a temporary exemption in response to the April 2015 earthquake in Nepal. SAWF anticipates that this will be a challenge with its local fundraising in India, as it means that any resources raised in India must be granted domestically.⁹

- **Nepal:** Nepal provides an optional additional registration process with the Social Welfare Council.
- **Pakistan:** The government does not require any additional certification or registration, other than the primary forms. Pakistan does not allow for transfer of funds from local NGO bank accounts to foreign accounts.



7. Sidel, Mark. Philanthropy and Law in South Asia: Recent Developments in Bangladesh, India, Nepal, Pakistan and Sri Lanka (December 2007). U Iowa Legal Studies Research Paper No. 08-13. Web. <http://ssrn.com/abstract=1126337> or <http://dx.doi.org/10.2139/ssrn.1126337>

8. Najar, Nida. "Indian Authorities Put Restrictions on Ford Foundation." *The New York Times* 23 April 2015. Web. http://www.nytimes.com/2015/04/24/world/asia/indian-authorities-put-restrictions-on-ford-foundation.html?_r=0

9. Sidel, Mark. Philanthropy and Law in South Asia: Recent Developments in Bangladesh, India, Nepal, Pakistan and Sri Lanka (December 2007). U Iowa Legal Studies Research Paper No. 08-13. Web. <http://ssrn.com/abstract=1126337> or <http://dx.doi.org/10.2139/ssrn.1126337>

- **Sri Lanka:** Sri Lanka is the only country in South Asia that allows groups to send money across borders, as it allows for foreign currency accounts through a special permission from the Central Bank of Sri Lanka.¹⁰ While possible, setting this up is a difficult and time-consuming process. SAWF is unable to offer tax benefits to any individuals (based in or outside of Sri Lanka) who make donations in support of its work.

These restrictions significantly affect SAWF's ability to build a broad base of support for women's rights in South Asia and to operate as a regional fund. SAWF staff need to invest a considerable amount of time on due diligence and financial management, as well as in supporting grantees with challenges they encounter with these policies.

The SAWF board of directors, which draws from all five countries, is exploring two potential strategies to address these challenges:

1. Partner with host organizations that will fundraise collaboratively with SAWF, such as is the case with India Foundation for the Arts.
 - » Requires expending resources on relationship building and coordination
 - » Raises concerns about autonomy
2. Register local entities that would undertake fundraising nationally and synchronize efforts with one another to develop a regional vision of philanthropic giving through national work.
 - » Requires expending resources to register in each country and navigate the complexities of each system

With both options, SAWF will need to consider the costs of overhead versus how much could be raised in that country. As India is considered an emerging economy and has a large number of wealthy individuals, the Fund decided it was worth investing in the registration process. In addition to supporting resource mobilization, local registration will strengthen the Fund's ability to advocate for changes in the legal framework for philanthropy at the national level.

V. THE PATH AHEAD

SAWF's research on the state of women's rights funding revealed that many groups working to advance social change, particularly at the grassroots level, struggle to secure sufficient resources to sustain their work. In addition, governments in the region have become extra vigilant, and hence bureaucratic, regarding "foreign funding," making it more difficult for groups to access international support.

In this climate, increasing local philanthropy for women's rights is even more critical. Through its new resource mobilization strategy, SAWF is committed to expanding and diversifying its donor base, both to ensure increased and sustained access to resources by women's groups and women's movements in South Asia and to support its own sustainability. SAWF will also continue its work to build a strong understanding of the need for philanthropy in support of social justice and women's rights among existing and prospective donors in the region.

10. Sidel, Mark. 8-13.



Local Resource Mobilization Case Study

CASE STUDY 9

NOVEMBER 2015

Ukrainian Women's Fund (UWF)

This case study explores Ukrainian Women's Fund's strategies, achievements, and challenges with mobilizing local resources in support of women's rights. Due to the current volatile political and economic environment in Ukraine, UWF has needed to shift both its local resource mobilization and grantmaking strategies to respond to emerging and immediate needs. UWF is currently developing a new local resource mobilization approach to take advantage of the opportunities that continue to emerge in the changing climate.

Ukrainian Women's Fund

At-A-Glance (\$=USD)

- Since 2000, UWF has given over \$2 million in support of 569 groups in Ukraine, Moldova, and Belarus.
- UWF quickly responded to support Ukrainian women affected by the recent conflict with 16 grants totaling \$62,395 in 2014. For most of these groups, UWF is their only funder.
- In 2015, UWF provided an additional 14 grants totaling \$48,130 to support four women's organizations that had to relocate from the occupied territories and 10 women's organizations that had to change their strategies to effectively respond to the war. Through these grants, UWF provided unrestricted funding to organizations that had lost most of their resources due to the conflict.
- UWF engaged a local business to provide funding and in-kind support to help meet the humanitarian needs of people internally displaced by the conflict.
- In 2014, 13.6% of the small grants given through UWF's First Step to Success program, UWF's leadership program for young women, was donated by an alumna of the program, now Assistant Deputy in the Ukrainian Parliament.



Authors: Christen Dobson with Lucía Carrasco Scherer

Contributors: Natalia Karbowska and Olesya Bondar

Proofreading: Sally A. Fay

Photos: Ukrainian Women's Fund

Design and Layout: Storm. Diseño + Comunicación

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www.inwf.org

Contact: info@inwf.org

I. THE STATE OF PHILANTHROPY IN UKRAINE

"Life has changed completely with the war. All of our plans had to be adjusted, changed, or put on hold." Natalia Karbowska, Chairwoman of Ukrainian Women's Fund's Board of Directors

As civil society expanded following Ukraine's independence from the USSR in 1991, it faced numerous challenges: widespread corruption and subsequent mistrust of all sectors; domination of the oligarchy in economic, political, and social life; and an ongoing economic crisis.¹

While these challenges persist, the climate in which Ukrainian civil society operates changed dramatically following the 2013-2014 Maidan protests. After the Ukrainian government indicated that it would not sign a treaty of association with the European Union, over 800,000 people took to the streets in protest, leading to the departure of President Yanukovich and the installation of a new government. Soon after, Russia declared its annexation of Crimea following the seizure of key buildings in Ukraine by pro-Russian gunmen and a subsequent referendum, regarded as illegitimate by most of the international community.²

The revolution and ensuing conflict have dramatically shifted the role and perceptions of civil society. Civil society organizations were leaders in the protests and have been the primary deliverers of humanitarian assistance during the conflict. Women actively participated in the Maidan protests, despite facing instances of violence and discrimination. While the conflict has in some ways reinforced traditional gender stereotypes of women as "caretakers" and men as "fighters," both men and women are actively challenging those labels. By directly participating in the protests, women have shown that they are equal players in changing the structures that negatively affect their daily lives.³



Ukrainian Women's Fund (UWF), the only local organization that consistently provides support to civil society organizations working to promote women's empowerment, has also seen this shift in perceptions of civil society and, consequently, philanthropy. In UWF's experience, the culture of giving in Ukraine was weak prior to Maidan. This changed for the better with the revolution.

1. Hartnell, Caroline. "Olga Kurylenko and Expert Magazine Promoting Philanthropy in Ukraine." *Alliance* 20 Oct. 2009. Web. <http://www.alliancemagazine.org/blog/olga-kurylenko-and-expert-magazine-promoting-philanthropy-in-ukraine/>

2. Women's International League for Peace and Freedom. "Voices from Ukraine: Civil Society as a Driver for Peace." Women's International League for Peace and Freedom. Sept. 2014: 5. Web. <http://wilpf.org/wp-content/uploads/2014/09/Report.pdf>

3. Women's International League for Peace and Freedom, 3.

"Our observation is that after the revolution it is possible to talk about more than giving \$10 to one family. People want to give so that even their little investment contributes to change: changes in the system and in the policy. For Ukrainians, this is what the whole revolution was about. It is about changing the system in our country. In general before, there was little culture of philanthropy in Ukraine. The state told us that everything was okay and that there was no need for social investment. That's why it's not really common for people, even to give to the church. After the revolution, the entire philosophy changed. Many people do not know the term 'civil society' or 'philanthropy,' but they are civil society, they are philanthropists, they are actively investing in the future of their country."
Natalia Karbowska

II. WHO IS UKRAINIAN WOMEN'S FUND?

"Feminist philanthropy is about dealing with root causes, not only dealing with consequences." Natalia Karbowska

Ukrainian Women's Fund supports women-led civil society organizations that contribute to the promotion of equality, justice, and respect for human rights in Ukraine, Moldova, and Belarus. UWF was founded in 2000 by a group of women leaders committed to gender equality in all spheres of political, economic, and social life. In 2014, UWF made 76 grants totaling \$257,052 in support of 64 organizations. Grants average \$3,300 each.

Through direct grantmaking and other forms of support, UWF aims to:

- Develop a culture of philanthropy for women's empowerment in Ukraine;
- Ensure that women's movements are seen as integral parts of civil society in Ukraine, Moldova, and Belarus;
- Enhance women's public participation in decision making; and
- Increase public attention to issues of human rights, diversity, and gender.

UWF supports organizations working on rural women's leadership, prevention of domestic violence, participation of girls and young women in civil society, economic empowerment, breast cancer prevention and treatment, and strengthening women's movements, among other areas. In addition to making grants, UWF facilitates trainings for grantees on project management, financial management, monitoring and evaluation, advocacy, and media engagement.

UWF also supports grantees with their own resource mobilization by conducting proposal writing trainings, connecting them with other donors, sharing materials published by grantees, and providing guidance and clarification to potential UWF grantees throughout its own grant application process.

How to Adapt in an Unpredictable, Volatile Context?

In 2014, UWF's staff and Board met with peer Ukrainian women's NGOs to shape its 2014-2016 strategies to respond to new needs arising with the conflict:

1. Promoting women's participation in peace processes, political transition, and other critical decision-making processes and institutions.

As a key aim of the demonstrations was to hold the government accountable, UWF determined that it is critical to support local—and national—level women's groups monitoring policies and advocating for change. UWF also identified investing in youth as a top priority, as changing existing power structures will require new, progressive leaders in key roles in government and civil society.

2. Protecting women and girls from violence and abuse.

UWF is concerned about the increase in violence against women, both during and following the conflict. In addition, the government has cut funding to its national action plans on gender and violence prevention to redirect funds to military mobilization. Supporting local women's groups to prevent violence against women and support survivors is now an even greater priority for UWF.

3. Engaging women in crisis and conflict prevention and investing in women's and girls' economic empowerment.

As Ukraine is experiencing severe economic problems, UWF will prioritize supporting the economic empowerment of women.

4. Ensuring safe, equitable access to relief and recovery assistance for internally displaced populations (IDPs).

Over 1.4 million people in Ukraine have been internally displaced since the start of the conflict.¹ Initially UWF provided support for the immediate needs of IDPs through grantmaking and engaging local businesses to provide donations to help meet humanitarian needs, such as heating and coats. After a few months, UWF recognized that IDPs would likely not be able to return to their homes for years and shifted to supporting integration in host communities.

A key aspect of this approach has been providing core grants to women's organizations that had to relocate from Crimea and from eastern and southern Ukraine and begin over again with very few resources. UWF plans to continue engaging with local businesses in communities where IDPs have resettled to mobilize financial and in-kind support for this longer-term approach.

5. Promoting links between women's groups in Crimea and eastern, and southern parts of Ukraine and the rest of the country.

Prior to the conflict, UWF had not supported many groups from Crimea or eastern or southern Ukraine. A new priority is linking women's organizations in those regions with women's organizations elsewhere in the country to share experiences and develop stronger relationships.

UWF has taken the following steps based on these revised priorities:

- Created a small grants program for women's rights NGOs across Ukraine
- Made grants in support of NGOs in eastern and southern parts of Ukraine and in Crimea
- Encouraged collaborative projects between NGOs based in different parts of Ukraine
- Included core support and capacity-building components in all program support grants
- Provided as much multi-year funding as possible

UWF is encountering several challenges in implementing these strategies. Many of the organizations based in Crimea, Donetsk, and Lugansk have fled to elsewhere in Ukraine and it is very logistically difficult to send funds to those that remain. In addition, in UWF's experience, most international donors focused on Ukraine provide short-term funding. Without receiving multi-year commitments from its donors, UWF finds that it is difficult to commit to multi-year support for its grantees. A unique aspect about UWF's current funding is that it provides unrestricted core support to organizations to use in any way they need to in this complex and unpredictable climate.

Source:

1. "Displacement figures in Ukraine fail to reflect a complex reality" Internal Displacement Monitoring Center. 3 September 2015. Web <http://www.internal-displacement.org/europe-the-caucasus-and-central-asia/ukraine/new-archive/displacement-figures-in-ukraine-fail-to-reflect-a-complex-reality>



III. UKRAINIAN WOMEN'S FUND'S LOCAL RESOURCE MOBILIZATION: RESILIENT AND ADAPTIVE

"We are in a defense situation and are not following our normal systems. Most of what we raise right now goes for humanitarian purposes due to the context, but we are committed to long-term structural change." Natalia Karbowska

One of UWF's key priorities is to attract more resources to support women's organizations by developing a culture of philanthropy for women's rights in Ukraine. By being responsive and communicating its impact in this incredibly difficult environment, UWF is seeing some success with mobilizing local support.

UWF's staff and board initially anticipated that local fundraising would not be possible during the conflict; this has not been the case. After Maidan, individuals and businesses began providing financial support in response to the significant number of internally displaced persons and other victims of war. UWF has perceived the development of a new paradigm in which a higher percentage of Ukrainians are investing in the future of their country.

Due to the massive scale of need, UWF has minimal resources to devote to local resource mobilization, but nonetheless has shifted its approach in light of this unprecedented level of giving. UWF has found that the most compelling tactic to secure support is sharing opportunities to contribute to social change through individual stories and clearly communicating exactly how the funds will be of support. UWF has decided to wait to develop a new comprehensive local resource mobilization strategy to take advantage of this new orientation to giving, as that would require diverting resources from addressing immediate needs.

Corporate Engagement

Prior to the revolution, UWF's local resource mobilization efforts focused on the local offices of multinational corporations, largely supported by collaboration with IBM. IBM volunteers analyzed the corporate giving landscape in Ukraine and created a plan for UWF to begin scaling up its resource mobilization from the corporate sector.

One example of a corporate partnership established prior to the conflict is UWF's partnership with Avon. After learning that Avon funded Semillas, the women's fund in Mexico, UWF contacted the local Avon office in Kiev, which soon began supporting UWF's work related to breast cancer. UWF ultimately transferred this partnership to another women's organization working on preventing breast cancer that needed the support. UWF sees this type of collaboration between women's organizations as a core feminist value. Avon in Ukraine still supports UWF through in-kind donations.

After the start of the conflict, UWF adjusted its plans for building partnerships with corporations and is instead focused on securing financial and in-kind humanitarian support for IDPs from local businesses and local offices of international companies. UWF raised \$2,430 in donations from businesses in 2014 and an additional \$2,000 as in-kind support.

The story of one of UWF's grantees, a group of women IDPs with disabilities, has particularly resonated with companies. After fleeing eastern Ukraine, these women were housed in resource centers with no heating. With the impending winter, the local administration arranged to move them to homes for the elderly; however, their children were not allowed to accompany them and would be placed in orphanages. These women self-organized and, with a grant of just \$4,470 from UWF, launched an awareness-raising campaign and engaged in advocacy with government officials and with the Ombudsman on the Rights of Persons with Disabilities. After a public outcry, the local administration agreed to find another solution.

When business representatives meet with UWF, they often ask if UWF is supporting this particular group of women, as that is whom they wish to financially support. This story shows how a small amount of money can make an important contribution by



ensuring that these women remain with their children in a location that has sufficient heat throughout the winter. When UWF speaks with corporations and with individuals, it often hears the sentiment that what the company can afford will not make a difference.

As a second example of the impact of small investments, a \$4,750 grant from UWF enabled women's groups from the south-east and west of Ukraine to build a network of women committed to influencing decision making in their regions. This grant supported experience sharing, the development of joint election campaigns, and trainings. As a result, 17 women are now running for local office in the October 2015 elections.

Corporate Engagement Pre-Maidan

In 2013, two IBM volunteers spent one month analyzing the corporate giving landscape in Ukraine. The volunteers created a communications plan for UWF, a kit of proposals for corporate donors, a list of recommendations for building corporate partnerships, and profiles of potential partners.

The IBM team's research revealed that corporate philanthropy was common in Ukraine prior to the economic crisis in 2009, and was then negatively affected by the ensuing economic downturn.

Based on this analysis, the consultants recommended the following strategies for UWF to secure corporate support:

- **Create a branding strategy** with a clear articulation of UWF's values. They suggested establishing a long-term partnership with a marketing firm.
- **Focus on strengthening its reputation** by sharing grantee stories, testimonials, quantitative indicators of its own impact, and future plans. They recommended emphasizing UWF's commitment to transparency and accountability.
- **Follow its corporate partnership strategy.** The strategy developed by the team suggested targeting local offices of multinational corporations with a recognized interest in supporting women-related causes and emphasizing UWF's work on women's health, domestic violence, equality in the workplace, and access to education.

- **Offer corporations ways to partner beyond providing financial support**, such as employee volunteering and matching gift programs, donation of products, and charity runs or other sports events. This would involve creating a vision of how both UWF and the corporation can leverage their distinct views, expertise, and resources toward shared goals.
- **Create a UWF Annual Donors' Day** to publicly acknowledge current donors, attract new donors, and raise the visibility of UWF. The event could include celebrities or community leaders to capture media coverage.
- **Engage volunteers or short-term consultants** to have additional resources to develop relationships with corporations.
- **Develop and maintain a database** of corporate contacts with a record of all engagement.

The IBM volunteers also outlined the following threats to pursuing support from corporations in Ukraine:

- Economic downturn in Ukraine, which caused corporations to cut back on expenses;
- Lack of confidence in NGO accountability and transparency;
- Underdeveloped means for individual donations;

- Insufficient media coverage on philanthropy, which lowers the publicity opportunities for corporations and discourages them from donating;
- Weak financial incentives for corporate donations and lack of knowledge about those that exist;
- Lack of understanding of women's rights work; and
- Social inequality of women due to traditional gender roles, including in the workplace.

The team identified three challenges specific to UWF:

- Limited experience in fundraising from corporate donors;
- Lack of communications and marketing strategy and associated materials to enable exploring philanthropy partnership with corporations; and
- Limited resources (budgetary and human) to focus on corporate clients.

UWF found this experience to be extremely useful. After the volunteer period ended, UWF was selected to receive IBM volunteers for a second time - one of the only organizations offered this support more than once. The volunteers planned to further develop corporate partnership strategies. This was postponed due to the conflict.

First Step to Success

*"The program raises funds both abroad and, most importantly, within Ukraine. In some years the program activities were financed only from local sources. We at UWF wanted Ukrainians to understand how important it is to invest in the Ukrainian young feminist movement, and already we have seen results. During the program's existence, it has been supported by Mama Cash and other international donors, but also by individual donors from Ukraine and abroad, and by businesses and other funds. But our greatest success—one that we hadn't expected—is that the program has been partially financed by its own participants."*⁴ Barbara Wieser, Volunteer, UWF

One of UWF's most successful programs is *First Step to Success*. This initiative aims to empower young women to be leaders in their communities and on the national level. Launched in Ukraine in 2006 by UWF and four other NGOs, the program has developed the leadership skills of more than 300 young women and girls and helped them to "think not only about themselves, but their development in the context of their country," according to Natalia Karbowska.⁵ Fifty girls and young women annually participate in a three-day workshop on leadership and submit proposals for mini-grants to lead their own projects. Since *First Step to Success* began, these young leaders have contributed to improving the environment, ending domestic violence, supporting orphans, and promoting gender equality, among other issues.

One of the greatest indicators of the success of this program for UWF is that a previous participant, Oksana Kvitka, now partially funds the program. In her words, "I want to help change the life of young girls in Ukraine the way that the *First Step to Success* Program has changed mine." Oksana participated in the inaugural program in 2006 and used her mini-grant to conduct trainings for girls in her community on leadership skills and career



development. After serving as a volunteer at UWF and becoming more engaged in feminist activism, she pursued a career in government and is now Assistant Deputy in the Ukrainian Parliament. Oksana's support covers 13.6% of expenses of the small grants given to participants in the *First Step* program. UWF is considering designing a more comprehensive fundraising strategy to engage other alumnae as donors.

UWF also covers approximately 13% of the program expenses through in-kind donations from businesses. Everything related to program events is provided as in-kind support by local businesses, including food, the venue, and local transportation. In addition, a few years ago, the program was fully funded by Proctor and Gamble and other companies. In order to secure corporate support,

4. Wieser, Barbara. "Ukrainian Women's Fund – First Step to Success Program." *Alliance* 11 Feb. 2004. Web. <http://www.alliancemagazine.org/blog/first-step-to-success/>
5. Wieser, Barbara. "Ukrainian Women's Fund – First Step to Success Program." *Alliance* 11 Feb. 2004. Web. <http://www.alliancemagazine.org/blog/first-step-to-success/>

UWF has developed a “donor’s pack” with information about the program, various options for providing support, and advantages for the company. They send this pack to donors six months prior to the start of the program each year. As 2015 marks the 10th year of the program, many of the corporations are now long-term supporters and only need a reminder. Examples of in-kind support include water bottles, gift subscriptions to a women’s magazine, and a 50% discount from a catering company. With potential new donors, UWF invests time into developing trust and relationship building through in-person meetings. Through its experience to date, UWF has found that local offices of large international corporations are more likely to provide support than local businesses.

In 2013, UWF first launched the *First Step* program in Moldova with international funding. The Fund started *First Step* Moldova by making grants to three young women to disseminate information about the program. Twenty participants were then selected based on an essay contest.

UWF is considering using a similar revenue model as in Ukraine and asking local corporations to provide in-kind support. It is now researching corporate actors in Moldova and those with joint offices in Moldova and Ukraine.

Individual Donor Network

In 2013, UWF raised \$15,455 from individual donors. This was through two initiatives: 1) an individual donor network, which now has over 100 members, in Ukraine and internationally; and 2) a fundraising campaign to open a gender museum.

Support from the individual donor network in 2014 declined to \$1,830 due to the start of the conflict. UWF had to shift resources away from building and maintaining the network to focus on meeting immediate needs in light of the conflict. UWF, along with all

other civil society organizations, also faced the significant challenge of the collapse of the banking system. Banks began to block accounts and almost a third of banks in Ukraine ultimately went bankrupt. For UWF, this meant that it lost its existing and reserve funds. Despite this significant challenge, in 2015 UWF was able to fundraise more than it lost from international foundations so that its grantmaking support to Ukrainian women’s organizations was not affected. Many UWF grantees similarly lost the funds in their bank accounts. This crisis is prompting civil society organizations to store their funds in several different accounts, at international banks if possible, to mitigate future risk. With this change, organizations incur multiple monthly maintenance fees.

UWF has not yet begun fundraising from individuals in Moldova or Belarus. Moldova has an existing culture of giving; however, local resource mobilization for women’s rights would require investing in the creation of a strategic communications strategy grounded in concrete examples of impact. Both fundraising and grantmaking in support of women’s organizations in Belarus is more difficult. While Belarus had a well-developed and influential women’s rights movement, the present government’s repressive tactics have caused a large number of feminist organizations to close. Under the current regime, rights-based work is dangerous, so the main opportunity to secure local support is for charity-focused work.

Women Support Women Fundraising Campaign

Women Support Women is a campaign among feminists to raise money for women’s organizations and to educate women’s rights organizations about the importance of mutual support. In 2013, the campaign raised nearly \$1,000 for the creation of a gender museum, which UWF then matched.



In order to establish the museum, a Ukrainian woman donated her mother's apartment in Kharkiv. This campaign helped to show that small donations can collectively create something meaningful and helped to bring Ukrainian women's groups into closer collaboration. Through this experience UWF learned that the match was a significant motivation for donors and that having one specific goal, the museum, was also very helpful. The fund was also transparent and communicated with donors throughout the campaign by publishing regular updates about the project. UWF will integrate these lessons learned into its future local resource mobilization efforts.

Using what it learned through this experience, the *Women Support Women* campaign next aims to create a fund in memory of a former Board member who passed away in December 2014 from breast cancer. As she was a researcher, UWF would like to raise money from individuals to establish a fund to support feminist research.

Diaspora

UWF is currently in the research and planning phase of a fundraising campaign among the Ukrainian diaspora, in partnership with Global Fund for Women. Since the start of the conflict, UWF has observed that Ukrainians in the diaspora have mostly donated to the pro-Ukrainian military, to volunteer battalions, and to support men who sustained injuries during the war. With support from a Board member who is presently living in the United States, UWF is exploring online platforms for fundraising to support women affected by the conflict. Many women are serving in the army and in voluntary battalions. Due to specific policies of the Ministry of Defense, women are only legally allowed to fulfill certain roles in the military, including cooks, receptionists, and secretaries. Regardless, women are fighting and their contributions are not being documented. After the war ends, they will not be legally guaranteed the same compensation as their male counterparts.

With the funds secured through this campaign, UWF would like to work with the Ministry of Defense to collect data on the role of women, push for policy change, and organize an awareness-raising campaign.

An earlier successful experience fundraising from the Ukrainian diaspora occurred in 2007 when UWF raised \$90,000 from the Ukrainian diaspora to support breast cancer prevention and treatment. A key lesson that UWF learned through this campaign is to partner with Ukrainian women's organizations based outside of Ukraine, rather than solely focusing on individuals. UWF also learned that it needs to strengthen its internal tracking systems to enable further cultivation of these relationships over time for future fundraising campaigns.

Ukrainian Philanthropists Forum

One means through which UWF influences local philanthropy is by participating in the Ukrainian Philanthropists Forum.

Founded in 2004, Ukrainian Philanthropists Forum (UPF) is the only professional association of Ukrainian and international foundations, donor organizations, and other charity institutions focused on developing organized philanthropy as a significant instrument of civil society in Ukraine.

Natalia Karbowska now sits on the board of the Forum, which marks the first time that someone from the women's movement has occupied a leadership role. In 2014, the Forum also invited a few women's right activists and female philanthropists to speak at its annual conference, another first for the network.

UPF aims to create an enabling fiscal and legal environment for philanthropy in Ukraine. There are no significant restrictions to raise funds in Ukraine; however, there is not much incentive. Corporations can legally deduct charitable contributions to nonprofit

organizations from their taxes, but most businesses are not aware of this, which the Forum is working to change. Individuals are able to claim some deduction for contributions, but this is limited to 4% of their taxable income for the year.⁶

The Forum successfully contributed to stopping the adoption of a law that would have demanded state registration of all grants. The Ukrainian law was copied from a Russian policy on funding from external donors to civil society organizations. UWF believes it was a political law intended to stop the work of civil society organizations by cutting off their funding from international donors. The law would have mandated nonprofit organizations to register with government authorities if they received donations from abroad and call themselves "foreign agents." It introduced multiple restrictions on the rights to freedom of association, assembly, and expression, as well as on the mass media and the Internet. It also included administrative and criminal penalties for violations related to protest activities.

The draft law was introduced on January 14, 2014, the first day parliament was in session after the holiday recess, and it was quickly voted on two days later without review by parliamentary committees or discussion. While it was initially adopted through this vote, following significant popular resistance it was ultimately revoked.⁷

Belarus has a similar law, with the exception that recipients of international funding do not need to call themselves foreign agents. All grants need to be registered with the government and there are restrictions on funding "political" activities.⁸ UWF has been able to make grants in Belarus in support of the social activities of women's organizations, but authorities have begun questioning UWF's grantmaking as part of crackdowns on civil society. In 2014, UWF didn't make any grants in Belarus.

- 6. "The Index of Philanthropic Freedom, 2015." The Hudson Institute. June 2015. 27. Web. <https://s3.amazonaws.com/media.hudson.org/files/publications/2015.06.15IndexofPhilanthropicFreedom2015.pdf>
- 7. Human Rights Watch. "Ukraine: Repeal Repressive New Legislation." 18 Jan. 2014. Web. <https://www.hrw.org/news/2014/01/18/ukraine-repeal-repressive-new-legislation>
- 8. The International Center for Not-for-Profit Law. "NGO Law Monitor: Belarus." Oct. 28, 2014. Web. <http://www.icnl.org/research/monitor/belarus.html>

IV. THE PATH AHEAD

UWF will continue to focus its grantmaking on being responsive to immediate needs caused by the conflict, while also paving the way for longer-term structural change. It will also continue to take advantage of any opportunities for increasing support for women's rights among local actors, within current resource constraints.

It remains to be seen how this recent increase in volunteerism and other forms of support within Ukraine will affect the growth of a longer-term culture of philanthropy. UWF will continue to pursue opportunities within this changing context as part of its commitment to increasing resources for women's movements in Ukraine. One of UWF's greatest current needs is communications training and support on developing messages that will resonate with target audiences. As storytelling has proven to be the most effective tactic for mobilizing support, this is an area of opportunity and growth for UWF moving forward. UWF is also interested in learning more from other funders about their experiences securing support from corporations so that it can continue its efforts on that strategy.



Women's Hope Education and Training, WHEAT Trust

This case study explores the strategies, achievements, and opportunities with WHEAT Trust's local resource mobilization in support of women's rights. This work goes beyond raising money from local sources to support WHEAT's sustainability; it aims to build a broader constituency of support for grassroots women-led initiatives in South Africa. Through innovative and at times provocative communications strategies, corporate partnerships, and engagement with individual donors, WHEAT raises funds and awareness in support of women's rights.

WHEAT

At-A-Glance (\$=USD)

- In 2014, WHEAT gave 108 grants in support of grassroots women-led groups, averaging \$1,720 each.
- Eight-two percent of WHEAT's 2014 revenue came from local sources.
- WHEAT receives in-kind services from Saatchi & Saatchi, an international marketing company, valued at nearly \$39,000 to develop its print, radio, and video communications campaigns.
- Through its most recent 1,000 Women's Lunch event, WHEAT raised nearly \$68,000.
- WHEAT has raised \$85,000 to date through its individual donor network.
- WHEAT's "Stop Judging. Start Helping" campaign featured in Glamour Magazine South Africa significantly raised WHEAT's profile and drew attention to women's rights among new audiences.



Authors: Christen Dobson with Lucía Carrasco Scherer

Contributors: Soraya Mentoor and Janine Fortuin

Proofreading: Sally A. Fay

Photos: WHEAT Trust

Design and Layout: Storm. Diseño + Comunicación

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www.inwf.org

Contact: info@inwf.org

I. THE STATE OF PHILANTHROPY IN SOUTH AFRICA

During and immediately following the end of apartheid, international donors provided significant funding in support of human rights and access to basic services in South Africa.¹ South Africa is now considered a middle-income country; however, it has one of the highest levels of income inequality in the world.² As South Africa's economy continued to grow post-apartheid, some South African activists noted a decrease in international support for civil society and witnessed the closure of organizations due to insufficient funding. Other organizations shifted their areas of focus to match the priorities of international donors.

According to research conducted by The South African Institute for Advancement and Citadel Wealth Management in 2013, local philanthropy in South Africa functions primarily in a charitable paradigm, with support for short-term, service-oriented work, although not exclusively.³ Corporate social investment is a significant source of financial support for civil society organizations. Hundreds of private foundations also operate throughout the country.

This research also explored giving by high-net-worth individuals and found that the largest barrier to this giving is a lack of trust and perception that organizations spend excessive amounts on administrative costs, instead of direct support to people in need. Citadel also asked research participants about their views of Ubuntu, a concept in African philosophy that conveys a feeling of kindness towards others and can be defined as "I am what I am because of who we all are." Respondents indicated that Ubuntu is an important concept in encouraging the donation of time to civil society, but is not yet connected with donating money.⁴



1. Citadel Wealth Management and The South African Institute for Advancement. "Philanthropy Insights: Perspectives from South Africa." 42. 2013. Web. <https://www.citadel.co.za/media/document/Philanthropy%20Insights%20report%20-%20Citadel.pdf>
2. World Bank Gini Index. 2011. Web. <http://data.worldbank.org/indicator/SI.POV.GINI>
3. Citadel Wealth Management and The South African Institute for Advancement. "Philanthropy Insights: Perspectives from South Africa." 2013. 23, 26. Web. <https://www.citadel.co.za/media/document/Philanthropy%20Insights%20report%20-%20Citadel.pdf>
4. Citadel Wealth Management and The South African Institute for Advancement. "Philanthropy Insights: Perspectives from South Africa." 2013: 40-45. Web. <https://www.citadel.co.za/media/document/Philanthropy%20Insights%20report%20-%20Citadel.pdf>

WHEAT Trust, the South African women's fund, also feels that individual giving is a newer concept in the country, with potential to be a major source of support for civil society. Young people from poor communities are increasingly accessing more resources, and while WHEAT has seen that they generally invest in their own families and their communities, they could be a future source of support for local organizations.

II. WHO IS WHEAT TRUST?

The Women's Hope Education and Training Trust (WHEAT Trust) was founded in 1998 by South African feminists who believed in the need for funding to support grassroots women's leadership post-apartheid.⁵ WHEAT supports women-led community-based organizations, most of which cannot yet access formal funding and often operate without computers, internet, or paid staff. WHEAT believes that the most effective route to community development in South African low-income communities is empowering women from those communities to lead the development process.

In 2014, WHEAT gave 108 grants to grassroots women's groups, averaging \$1,720 each. WHEAT supports groups in all nine provinces in South Africa addressing issues such as HIV and AIDS; sustainable income for women; gender-based violence; refugee and migrant rights; lesbian rights; and environmental sustainability.

III. WHEAT TRUST'S LOCAL RESOURCE MOBILIZATION: CATALYZING GIVING FOR GRASSROOTS WOMEN

"A culture of giving is one where people care about each other and know that their own well-being is inextricably linked to the



well-being of others." -WHEAT Trust founding statement, August 9, 1998, Cape Town

One of WHEAT's key priorities is promoting a culture of giving to empower marginalized women. In 2014, WHEAT raised 82% of its annual revenue from local sources. All of WHEAT's local resource mobilization is geared toward encouraging South Africans to support grassroots women-led organizations working to advance human rights in their own communities.

WHEAT is also challenging the notion that poor women don't give. WHEAT sees grantees give generously of the resources they have available, even to peer grantees that they meet for the first time at WHEAT convenings. At times this support is financial, but

5. WHEAT Trust website. <http://wheattrust.co.za/who-we-are/herstory/>

often it is of a different nature – sharing expertise, connections, or material items. WHEAT approaches giving in this holistic way and encourages this broader understanding of types of support in its promotion of feminist philanthropy.

WHEAT engages in local resource mobilization through the following strategies:

1000 Women's Lunch

The *1000 Women's Lunch* is the most financially successful of WHEAT's local resource mobilization strategies, raising nearly \$68,000 in 2014. First held in 2008, the lunch is an annual event that brings together individual donors and corporations for the same cause. Attendees support WHEAT by purchasing tables or seats at the event. WHEAT is now in the process of shifting the lunch from an event to a campaign by asking those who attend to become monthly supporters through its individual donor network.

The patrons of the lunch are the owners of the two largest supermarkets in South Africa, *Pick and Pay* and *Shoprite*. This relationship has been critical, enabling WHEAT to reach people it never would have been able to access on its own. WHEAT originally connected with the patrons through a board member and then by meeting with the supermarkets' community foundations.

WHEAT has discovered that using the causes that most people are sympathetic to as entry points to foster relationships is the most effective approach to local resource mobilization. In the case of the most recent *1000 Women's Lunch*, that cause was domestic violence. Although WHEAT's work addresses gender-based violence more broadly, it ultimately chose to focus on one aspect of gender-based violence, domestic violence, which corporations better understand and are motivated to address.

Communications

WHEAT recognizes the critical importance of communications to reaching beyond its usual allies and building a broad-based community of supporters. In partnership with Saatchi & Saatchi, an international marketing company, WHEAT uses innovative, and at times provocative, print, radio, and video communications campaigns to raise awareness about women's rights. Saatchi & Saatchi donates its services in kind, valued at nearly \$39,000 to date. Recent campaigns include:

- **Radio Ad:** During the "16 Days to End Violence Against Women" (November 25 – December 10), WHEAT asked a presenter at a popular radio station to share the following message: "In South Africa, a woman is raped every 36 seconds. And the truth is, no one seems to give a fuck. If you care, support WHEAT." The presenter then provided details about how to make a 10 Rand (\$0.87) donation via SMS.

Following the ad, 81 people called to complain about the use of a vulgar word, but not one person mentioned the extremely high level of sexual violence. The presenter explicitly called out that no one was appalled by the shocking frequency of rape, but callers were solely concerned about her language. This ad resonated with many people. It showed that as a society, South Africans are more comfortable with rape than with swearing. It provided perspective on where society's priorities lie.

- **"Stop Judging. Start Helping" Campaign:** In 2013, WHEAT worked with three prominent South African models to design a campaign entitled "Stop Judging. Start Helping." They

created three photo ads featuring these models with text describing how they are usually judged. The text read:

- » “Bimbo. Fake, Shallow, and Vain. Call me what you like. I go to bed at night knowing that I support other women. Stop Judging. Start Helping.”
- » “Media Whore. Self-obsessed, insincere, drama queen. To me your labeling doesn’t make a difference, but to me the support I give to other women does. Stop Judging. Start Helping.”
- » “Bitch. Man-crazy, publicity-hungry, gold digger. I’ve heard it all. While you are busy calling me names, I’m busy helping other women. Stop Judging. Start Helping.”⁶

These ads raised WHEAT’s profile considerably and drew attention to the issues it supports. The ads were featured in Glamour Magazine South Africa for several months. Some people called to say that they hated the ads and would never donate, while others donated. WHEAT only had to pay for make-up and hair, and the magazine space and models’ time were donated.

- **African National Congress Print Ad:** Saatchi & Saatchi and WHEAT created a print ad that used the slogan of the African National Congress (ANC), the ruling party: “Together we can move South Africa forward.” WHEAT’s ad read, “Together, led by men, we can move South Africa forward” with a sub-heading that read, “Over 51% of the population are women. We deserve more than one female premier. Empowering women, WHEAT.” This ad got a lot of media coverage, significantly boosted WHEAT’s profile, and raised awareness about its work and the work of its grantees.

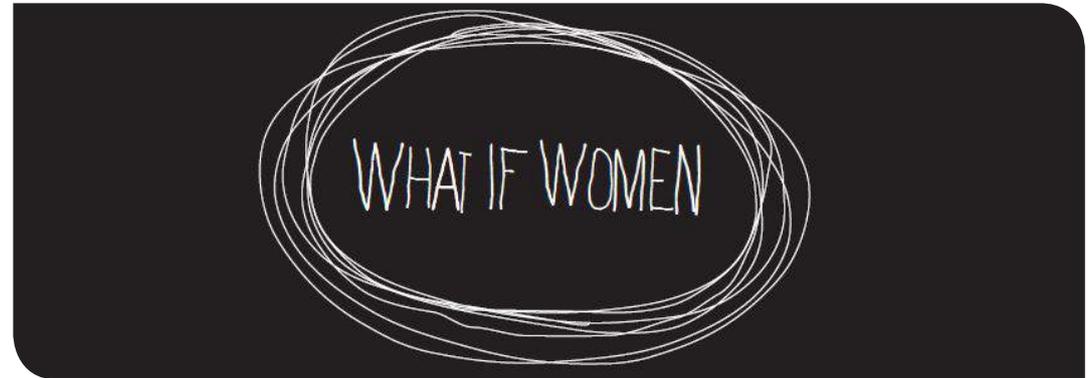


- 6. “Stop Judging. Start Helping Video.” <https://www.youtube.com/watch?v=ey6UjlqTO2o>



Following the ad, other newspapers and magazines contacted WHEAT to gauge interest in running additional ads. The ANC also spoke out about its support for women in response.

- **WHEAT Logo and Website:** Saatchi & Saatchi designed WHEAT's logo, media package, and website at no cost and provides ongoing advice in these areas.



"What If" Campaign

What if you could empower and fund grassroots women who are actively making a difference in their communities? WHEAT's "What If" campaign poses this question to three influential women. First launched in 2014, this campaign helps to expand the culture of philanthropy by giving three influential women each 10,000 Rand (approx. \$865) to use to raise additional money in support of women's rights. WHEAT challenged three women – a member of the KwaZulu-Natal provincial legislature, a prominent woman in the magazine industry, and a comedian – to use these funds in any way they liked to leverage additional financial support for WHEAT's grantees. One of the recipients, the comedian, organized a comedy night to raise the additional funds, while another held a raffle to win a designer handbag. This strategy served not only to raise funds for WHEAT, but to encourage others to feel ownership over mobilizing resources for issues they care about and to spread awareness about women's rights to a broader audience.

As part of the "What If" campaign, WHEAT plans to organize a cake decorating day in collaboration with a well-known South

African bakery, Charlie's Bakery. WHEAT and Charlie's Bakery will co-market the event and all of the proceeds will benefit WHEAT.

Corporations

Engaging with corporations is one of WHEAT's key strategies for shifting perspectives and mindsets about women's rights. WHEAT sees corporations as a significant area of opportunity for education about women's rights and for leveraging additional funds in support of grassroots groups.

One ongoing corporate partnership is the "Women of the Year Award" with Shoprite, one of the leading supermarket chains in South Africa. Shoprite provides 500,000 Rand (\$43,300) as a grant to the winning group, as well as administrative funds for WHEAT to process the grant. The top finalists for the award become WHEAT grantees.

WHEAT has also found that corporations often do not have the staff capacity or structures in place to engage in corporate social responsibility, which they are required to do by law.⁷ It is estimated that South Africa's private sector spends over \$600 million per year on corporate social investment.⁸ WHEAT offers a service to corporations – if they give WHEAT money, the Trust will ensure that the funds go to support women-led initiatives.

The Black Economic Empowerment (BEE) program also contributes to fostering a more facilitating environment for local resource mobilization by civil society organizations. The program was initiated after the end of apartheid to address the prior systemic exclusion of black people from meaningful participation in South Africa's economy.⁹ The program specifies that unless a company employs a certain number of black staff or supports black-led organizations, it cannot receive BEE status. It is more difficult to do business as a company without this status and it is less likely

the company will secure contracts with other vendors. WHEAT's BEE certificate is based on how many black grantees it has; about 99.9% of its grantees are black women-led projects. Funding WHEAT helps corporations obtain higher BEE scores.

WHEAT generally begins its engagement with corporations by researching their corporate social investment (CSI) mission and reaching out to the relevant CSI officer. In 2013, as one example, WHEAT connected with a CSI officer committed to addressing gender-based violence. The officer provided WHEAT guidance about how to frame its request to the corporation's board of trustees and advised on the right timing. Corporate social responsibility officers often shepherd the relationship from the initial engagement to receiving financial support.

Another example relates to a large company that WHEAT has worked with for over four years. After receiving an email explaining that the corporation had changed focus and would no longer be able to provide support, WHEAT invited the newly hired CSI officer to visit. She was impressed, and even though the company had shifted focus, she requested that WHEAT submit a proposal. WHEAT ultimately received a two-year grant in support of addressing gender-based violence, an issue that the company had never funded previously. According to WHEAT's former Executive Director, Soraya Mentoor, "Sometimes you think that their thematic priorities or focus can't be changed, but if you can convince them that gender-based violence or sexual and reproductive health and rights needs to be a priority area, there is some room for engagement, it just takes longer to convince them. Sometimes they are very keen to listen."

WHEAT works to educate companies in other ways. In one instance, WHEAT conducted a training with company staff about gender-based violence and how it can affect workers. WHEAT advised the company about the policies it should enact to address

7. Kirby, Neil. "What's Really Right? Corporate Social Responsibility as a Legal Obligation in South Africa." Werksmans Attorneys. Feb 2014. Web. <http://www.werksmans.com/legal-briefs-view/whats-really-right-corporate-social-responsibility-legal-obligation-south-africa/>

8. O'Riordan, Alexander. "Are Corporate Social Investment Programs Serious About Social Justice in South Africa?" South African Civil Society Information Source. Apr. 7, 2014. Web. <http://sacsis.org.za/site/article/1967>

9. "Black Economic Empowerment." SouthAfrica.info. Apr. 19, 2013. Web. <http://www.southafrica.info/business/trends/empowerment/bee.htm#>. VxawAUlZx0s

these effects. As a second example, WHEAT partnered with an insurance company that wanted to reach potential clients at the grassroots level. WHEAT organized an educational seminar with its grantees that were interested in insurance and provided the company with a platform to access a niche market.

WHEAT faces three main challenges in mobilizing support from corporations: values, staff capacity, and corporate social investment in practice.

- **Values.** Partnering with corporations can accomplish the dual aims of raising awareness about women's rights and securing financial support for WHEAT. At the same time, it is also challenging. Corporations have their own priorities, which may or may not match WHEAT's, and often dictate exactly which issues to support. This approach clashes with the feminist approach of WHEAT, which never dictates to grantees what they should work on and views the funder-grantee relationship as a partnership. WHEAT communicates its feminist values and principles to partners, grantees, and other funders in South Africa, even though these values and language are not always welcome. WHEAT grapples with questions about who to accept money from in light of these differing values and approaches. "Sometimes we sit with a shortfall because some funders don't want to support our organization based on what our values are," says Soraya Mentoor.

As a recent example, two years ago WHEAT received support from a corporation discovered to be responsible for price fixing with bread, the staple food of South Africa. The most affected by the price fixing were poor women, WHEAT's grantee constituency. The company wanted its logo to be visible at all WHEAT convenings. WHEAT felt that



it could no longer receive support from this company, as it was responsible for negatively affecting the food security of all of the women WHEAT supports. While it was a difficult conversation, the company ultimately agreed that its logo would not be posted at WHEAT's convenings.

- **Staff capacity.** The second challenge is that WHEAT doesn't have the staff capacity to regularly meet with corporations to develop these relationships. Corporations generally will not give funds after a first meeting; it often takes up to nine meetings and sometimes grantee visits as well. This process requires a significant time investment.

- **Corporate social investment in practice.** A third challenge is the way that some corporations have acted on the legal requirement to engage in corporate social investment. While this law has proven helpful for organizations seeking support from corporations, in WHEAT's view it only worked effectively when it was first implemented. After some time, corporations realized that they could start their own foundations, instead of supporting existing organizations. By establishing their own foundations, their funds for corporate social investment go first to cover the salaries of the staff they hire and their administrative costs, resulting in less money going directly to the community. In addition, corporations sometimes have "community volunteer days" where staff are paid to work. In these cases, companies say they contributed to the community, whereas they mostly paid their own staff. WHEAT feels there is a need for stricter laws to ensure that this doesn't happen.

Individual Donor Network

In just six years of operating an individual donor network, WHEAT has raised \$85,000. As a strategy for growing this network, WHEAT is beginning to link it with the *1000 Women's Lunch* by asking people to either give a one-time pledge or become a monthly donor. WHEAT makes use of events to "hook" individual donors and foster relationships in which they support WHEAT's work on an ongoing basis.

WHEAT also has a large international volunteer base and hosts three to four international volunteers at a time. WHEAT has begun contacting volunteers after their service to ask them to contribute on a monthly basis.



The biggest challenge with the individual donor network is that it requires significant staff time to follow up with individuals and to cultivate relationships. It is WHEAT's most time-intensive fundraising and constituency-building strategy.

Income Generation: We-Bay and Publishing

WE-Bay

WHEAT helps grantees generate income by selling handmade products among a wider consumer base. In 2014 WHEAT began the Women's Empowerment Bay, or WE-Bay, an online market for grantee products. WHEAT has raised nearly \$1,000 through this strategy to date.

WHEAT purchases the products from grantees at cost so there is no financial loss for them, even if the products don't sell, and then adds extra to the sale price to generate revenue for both grantees and WHEAT. WHEAT then sells these products at malls and events.

Staff have reflected on the definition of success for this initiative and determined that it goes beyond the actual revenue raised. WE-Bay provides:

- An opportunity to market WHEAT
- A means to identify and connect with new grantees
- A better understanding about the types of products people like, to help inform future products that grantees will create.

This strategy is particularly effective in December, when companies generally purchase Christmas gifts for their staff. At the 2013 Christmas market, WHEAT launched its "I Give" Campaign. One of its grantees makes infinity bracelets and each bracelet is sold with a personal message, such as "I give hope" or "I give women the skills to be independent." The packaging reads, "By buying this bracelet, you are supporting WHEAT. Every cent you donate goes where it's needed." These personalized messages help people understand how they are directly contributing to support women's rights. As Soraya Mentoora describes, "Sometimes when giving money, people don't see the reward. We want to make it personal."

Publishing

In November 2014, WHEAT launched its own publishing arm entitled "FemPress," designed to be a platform for grantees to share their own stories, as well as a fundraising strategy. WHEAT launched

this project in recognition that grassroots women rarely have the opportunity to share their experiences in their own words.

To date, FemPress has released one book about gender-based violence; a second book, about LGBTI rights, will be released by the end of 2015. WHEAT is currently in conversations with publishing houses about selling the books on their behalf as an income-generating strategy for WHEAT and its grantees, as well as to increase understanding about grassroots women's experiences among a broader audience.

WHEAT maintains "Digi-fem," an online resource through which grantees can share digital versions of their stories in their own languages.

Moreover, WHEAT plans to use TV, radio, and other forms of commercial media to create additional venues through which these stories can be shared. As one current example, WHEAT is partnering with a community TV station on a new show based on feminist values that aired in September 2015. WHEAT and a few other women's rights organizations have paid a small fee to secure this airtime. The show will run for a few months; however, if they can secure additional funding, it will run for longer. WHEAT's internal media staff person will be the presenter on the show. As a second example, WHEAT has a regular column in a local newspaper.

IV. THE PATH AHEAD

WHEAT expressed several needs for strengthening its local resource mobilization work moving forward:

- **Increasing sharing between women's funds:** Women's funds sometimes struggle with the same challenges and

are not aware of what is and is not working for others. Participation in The International Network of Women's Funds' (INWF) biennial conference provides a venue for discussion and exchange, and WHEAT would like to engage more frequently with other funds through the network. One topic that WHEAT would find useful to discuss more is how INWF as a collective can leverage additional funding for women's empowerment and ensure that corporations, international NGOs, and other actors prioritize supporting women-led organizations. It would also be useful to better understand the value of in-kind support and approaches for securing this support among funds.

- **Discussing resource mobilization and values.** WHEAT grapples with striking a balance between accepting financial support from sources with different perspectives and staying true to its core values in every aspect of its work, including fundraising. WHEAT would like to have deeper discussions about this tension between fundraising and values with peer funds and women's rights organizations. In order to have sustainable women's rights movements, it is critical to leverage funds to support grassroots women beyond the usual actors. At the same time, this may involve partnering with those who have different approaches and values. When is this an opportunity to change mindsets and when does it compromise an organization's work?
- **Hiring fundraising staff.** WHEAT does not currently have a full-time fundraiser on the team and thus does not have the capacity to pursue opportunities to further educate corporations about women's rights and increase support



for WHEAT's work. WHEAT has three staff in the grants department that ensure that funds go out but no one on the team solely focused on ensuring that funds come in, apart from the Executive Director. It is also difficult to find the right person to engage in fundraising, as the potential sources are so diverse – individuals, corporations, local foundations, and international foundations. Each of these groups requires a different skill set and approach; and for all, relationship building is the key component, which takes time and continued effort. In the words of Soraya Mentoor, "Fundraising is not sitting in front of a computer sending emails."