

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

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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

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Executive Summary

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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.

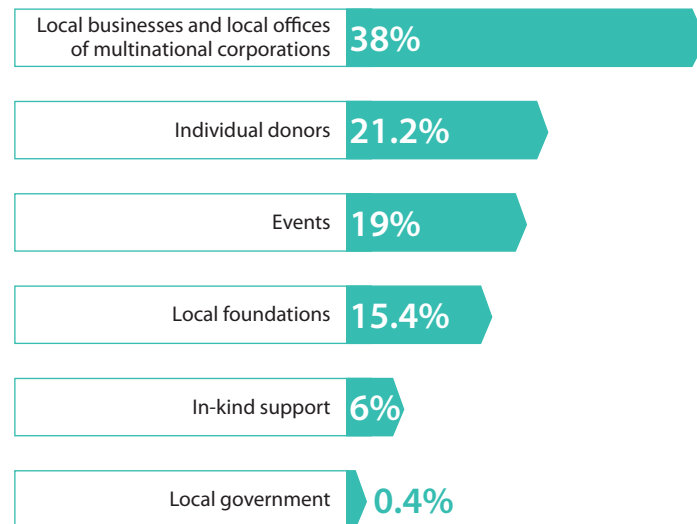
LOCAL RESOURCE MOBILIZATION: WHY IS IT "WORTH IT"?

"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



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 Mentoar,

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.