

**NEW  
ACTORS**

**NEW  
MONEY**

**NEW  
CONVERSATIONS**

**A MAPPING OF RECENT INITIATIVES  
FOR WOMEN AND GIRLS**

by Julia Miller, Angelika Arutyunova, and Cindy Clark

**2013**

# New Actors, New Money, New Conversations

## A Mapping of Recent Initiatives for Women and Girls

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The Association for Women's Rights in Development (AWID) is an international feminist, membership organization committed to achieving gender equality, sustainable development and women's human rights. AWID's mission is to strengthen the voice, impact, and influence of women's rights advocates, organizations, and movements internationally to effectively advance the rights of women.

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One of the most profound social transformations of the past century is the deep and broad shifts in the status of women, and more importantly, in the worldwide acceptance of the notion of women's rights and gender equality as desirable goals. This incredible shift has occurred not by accident but by design — through the conscious and determined struggles of courageous women and the movements they have built. Through their activism and advocacy, our very understanding of what constitutes social justice has been indelibly altered, and the once seemingly normal forms of gender-based discrimination, violence, and exclusion are now at least recognized as problems, if not resolved.

The collective impact of women's movements and organizations has bridged theory and practice, the private and public domains, our norm structures and policy frameworks, from the remotest hamlets to global institutions. No other struggle for social justice has had quite the same depth or breadth of impact — and the proof of this lies in the increasingly violent backlash against women's growing equality seen in almost every part of the world<sup>1</sup> — from the rolling back of women's reproductive rights in the United States, to the lashing of jeans-clad young women in Sudan or Indonesia, the banning of girls' schools by the Taliban in northwestern Pakistan, or the killing of women's rights activists across Mesoamerica.

It is truly surprising therefore that women's rights organizing and movements have been functioning, often with quite minimal financial support, even as their experience and effectiveness has increased. Worst of all, many of the very strategies they originally advanced to meet women's practical needs and advance their position in society have been disconnected from the comprehensive approaches of which they were a part, and isolated as "magic wands" that will empower women without dealing with the deeper gender power structures that are at the root of gender inequality: micro-credit and

micro-entrepreneurship programs, for instance, or quotas for women in politics, or legal interventions on violence against women and girls. The steady and essential processes of organizing women, raising their consciousness, helping them analyze the root causes of their disempowerment, building women's collective power and collective strategies for change, supporting women to challenge the cultural and social norms that justify their subordination — in other words, the core elements of a sustainable long-term struggle for transforming the institutions and structures that perpetuate both gender and other forms of discrimination and exclusion — are considered too slow and difficult to measure, and receive little or no support, except from a handful of insightful and experienced donors.

AWID's series of inter-related research initiatives all attempted to address this central conundrum from different angles. In *"Watering the Leaves, Starving the Roots,"* AWID's third FundHer report, we assess the new actors influencing overall development agendas, the factors affecting the more traditional sources of support to women's movements and organizations, the critical role of women's funds in sustaining such support, and the most recent data on the resource situation of the 1000-odd women's rights organizations from all regions of the world who participated in our 2011 FundHer survey. In *"New Actors, New Money: A Mapping of Recent Initiatives for Women and Girls,"* we present the results of our mapping of new donors making major commitments to work with "women and girls," to better understand this trend and its impact on women's organizations. Finally, in *"Women Moving Mountains,"* our survey of the aggregate impact of the organizations that received the Dutch Ministry of Foreign Affairs "MDG3 Fund" grants, we demonstrate the kind of huge reach and transformative change that is possible when organizations working to build women's collective power for change receive serious resources for a decent length of time, applying strategies they have

\* This foreword was written to provide a common framing for three inter-related research efforts that AWID completed during 2013: *Watering the Leaves, Starving the Roots*; *Women Moving Mountains*; and *New Actors, New Money, New Conversations*.

chosen, honed over time, or newly innovated, rather than donor-determined approaches.

Key to understanding AWID's analysis and recommendations in all these reports are the core assumptions and beliefs we hold, not only about the link between women's rights and resources, but also about what constitutes and produces the conditions for advancing women's rights and gender equality. These are founded in the insights and lessons that have emerged from the dedicated and innovative work of women's rights activists and movements over the past half a century worldwide. These are not rigid, immutable positions or uniform, universal prescriptions – as an international organization, with institutional and individual members from over 150 countries, we are particularly aware that the dynamics and manifestations of gender inequality, and its intersection with a range of other power structures (based on identities, economic power, location, and historical factors), are highly contextual. Following are the eight core propositions that inform the analysis and framing of this series of research reports:

**Our first proposition** is that gender power structures – and substructures – are best transformed through interventions in four key domains:<sup>2</sup>

- i. The internalized beliefs and attitudes of both men and women – what feminists call “consciousness” – where socialization processes from earliest childhood give women and men certain beliefs about their role in society, their power – or powerlessness - as well as their rights, privileges, and responsibilities.
- ii. The social and cultural norms that uphold and “normalize” gendered differences in access to resources, power, privilege, opportunities, and responsibilities. These norms are taught overtly in institutions like the family, clan, or tribe, or by religion,

but more subtly reinforced in the school, workplace, or other spaces where the formal rules may in fact advocate gender equality, but the informal practices reinforce gender differences.

- iii. The formal laws, policies, structures and resource allocations that come through governments, law enforcement machinery, and regional and global multilateral institutions, where gender biases are often subtly embedded, or again, practiced informally.
- iv. Access to material and knowledge resources, as well as to rights and opportunities – this includes not only resources like land or employment or credit, but also education, health care, inheritance rights, training opportunities, the right to be in spaces where development agendas and budgets are shaped, and so forth.

We do not believe that women's position in society will change by simply acting in one domain - increasing their formal rights under law, or increasing their access to resources or income, or by changing social norms while internalized beliefs and formal laws and policies remain unchanged. Interventions towards gender equality and women's rights must somehow address all these domains of gender power.

**Our second proposition** is that deep, sustainable change for women's rights requires women's collective action and power. “Supply” driven approaches, such as empowering individual women with jobs, education, loans, or access to political office cannot achieve systemic, multi-domain change, though it might improve individual women's quality of life or voice in public affairs. Sustainable change in gender power can only be achieved by “demand” driven approaches, by mobilizing women, building their awareness of their strength and the possibility of change, and mobilizing their collective power to lead and act

together for their vision of a more just social order. In other words, we believe – and indeed, have witnessed - that by building movements of women, with a strong consciousness of the roots of inequality, of social and gender power structures and the mechanisms that sustain and reproduce them, they will work together to seek a wider, deeper, and more sustainable social transformation. This is, in essence, what we mean when we use the term “women’s rights organizing” or the “women’s rights approach”, to distinguish it from the instrumental, “supply” driven, approaches.

**Our third proposition** is that truly transformative change in women’s lives will result in giving them access to the full body of human rights as enshrined in internationally agreed human rights instruments and agreements. We do not believe that access to one set of rights – such as economic equality – will guarantee or necessarily lead to increased access to other rights. We seek a world where the full complement of rights – civil and political, economic, social and cultural - will become lived and experienced realities, not distant norms or inaccessible ideals. This is our vision of the ultimate goal of building women’s collective power, and of the better world that can emerge as a result of supporting women’s rights organizing.

**Our fourth proposition** is that women’s rights and gender equality cannot be left to or brought about by market forces – indeed, there is no evidence that they can, even in countries where neoliberal policies have been in place for decades, and women have become both a major part of the formal workforce or a major segment of the market. Ensuring women’s rights and advancing gender equality must therefore continue to be a priority concern and commitment of state actors, and of multilateral bodies at the international level. States exist because of their citizens, and the protection of the rights of citizens is a primary responsibility of the state. When half their citizenry are, by and large, denied equality in social,

economic and political life, or continue to be targets of gender-based violence, states are the primary duty-bearers for the protection of women’s rights and prosecuting those who deny or violate their rights. As such, state and multilateral institutions must continue to be key targets of our advocacy, and will be held to account for their record on protecting and advancing the rights of their women citizens.

**Our fifth proposition** is that even if states and multilateral actors carry primary responsibility for the protection and promotion of women’s rights and gender equality, the role of newer actors in development – especially the private sector – is shaping and influencing women’s access to their rights, or the violation of these rights, in very important ways that cannot be ignored. We therefore believe that engagement with these new actors by women’s rights organizations and movements is an essential strategy, but in a critical, considered way, that does not result in either cooption or uninformed opposition. We need to educate ourselves about the new realities and range of actors involved in development processes, especially those that deeply affect women, analyze the gendered impacts of these, and take informed positions that include critical engagement to influence these processes in ways that could advance our longer-term agenda.

**Our sixth proposition** is that the fruits of transformative change cannot be taken for granted, but must be defended, preserved, and sustained. Experience shows that even women’s rights victories that were won decades ago are under fresh threat of reversal – such as reproductive choice, access to basic education, freedom of movement. Backlash against women’s advances have emerged not only from traditionalists but from new sources like criminal networks and terrorists distorting religion. Women’s rights organizing and strong women’s movements are an essential bulwark against these forces, and are often the only force fighting to protect past gains.

**Our seventh proposition** is that these kinds of collective change processes for long-term social transformation in favour of gender equality cannot be built without resources, and hence our deep concern with the availability of resources for women’s rights organizing and movement building. We recognize that many of the most successful women’s movements in the world are largely self-resourced and financially autonomous – but the organizations that helped build these movements are not! They have all been supported by farsighted donors, governments, and philanthropists, and allowed to find the best pathways to change. Supporting such initiatives, in a world where wealth is being increasingly concentrated, and income disparities are increasing, is a broader social responsibility and an ethical imperative. We therefore believe that all those who proclaim their concern with advancing a more just, equitable and sustainable world, and particularly those who are currently advocating “investing in women and girls”, have a responsibility to resource women’s rights organizing in appropriate ways and with serious money. They have a responsibility to invest in women’s rights organizing. We challenge the myth that this approach doesn’t deserve serious financial support because it is too slow – if we consider that patriarchy and its institutions are at least ten thousand years old, then the kind of changes that women’s rights organizations and movements create in a matter of five or ten years must be seen as occurring at lightning speed!

**Our eighth and final proposition** is that mobilizing more resources for women’s rights organizing and the longer-term struggle for gender equality is a collective responsibility. It should not be entirely up to women’s rights organizations and movements, or other social justice movements, to convince others to invest in and support their work. It is also the responsibility of states, of the private sector, and of other actors from the donor community who wish to advance human rights and social justice, to learn what works best in creating sustainable

results, and invest not only in the quick-return projects, but in the more difficult but transformative work on the roots of injustice. We believe that the current distortions in access to resources for women’s rights groups is not the result of willful neglect, prejudice or discrimination, but a lack of information and understanding of the issues at stake. We believe it is our role to help fill this gap, which is what this report and its sister publications hope to do. We believe it is our responsibility to help catalyze more informed conversations between all the concerned actors, and we hope that publications such as this will help us all move forward in that direction.

With this background to the analysis presented here, we invite you to read and ponder the information, ideas and analysis in this report, and to use it to launch new conversations. We also hope you will share with us your feedback and ideas, to help enrich and inform our future work.

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<sup>1</sup> Strikingly well-analyzed most recently by Deniz Kandiyoti in her “Fear and fury: women and post-revolutionary violence”, 14 January 2013, <http://www.opendemocracy.net/5050/deniz-kandiyoti/fear-and-fury-women-and-post-revolutionary-violence>

<sup>2</sup> Adapted from the Gender at Work matrix first articulated by Rao, Aruna and David Kelleher, “Is there Life After Mainstreaming?” *Gender and Development: Mainstreaming – A Critical Review*, 13.2 Oxfam UKI (July 2005)

# Introduction & Background

The purpose of this report is to contribute to filling a gap, particularly among women's rights organizations, in understanding the current landscape of the corporate sector and other actors 'new' to supporting women and girls, and the role they are playing in shaping related funding discourse and practice. This report is not an exhaustive account of these actors' involvement in development funding, but it unpacks some of the most visible trends impacting women and girls – the 'tip of the iceberg' as it were – and offers important considerations for women's rights organizations interested in influencing and engaging with these trends.

Increasing public-private partnerships, more formal demands for a private sector role in development cooperation, and expansion of corporate social responsibility practices, including through diverse models of building "social enterprises", are converging with significantly increased visibility of stories and studies on supporting women and girls. A related trend is the shift from 'aid to investment' – i.e. the proliferation of investment and business solutions to social and development problems. Similar shifts are apparent in corporate social responsibility practices – previously centered in separate philanthropic departments, these practices are increasingly considered part of corporations' overall business strategies in the countries where they operate. In addition to direct involvement in development agenda-setting, corporate actors see themselves as leveraging their advantage through market power and value chains to create innovative solutions for women and girls.<sup>3</sup>

Similarly, investing in women and girls as 'smart economics,' as a way to end poverty and drive long-term growth and prosperity, has become a favoured strategy in development and philanthropy over the past several years on an unprecedented scale. Today, a host of campaigns and initiatives – including from corporate sector actors that had not previously been seen as "development" players – are dedicated to supporting women and girls.

With AWID's long history in research, analysis and advocacy around resources for women's rights organizing, we were particularly interested in understanding how these trends are impacting women's organizations. Our latest global survey of women's organizations found that for 2010, a sample of 740 women's organizations had a median annual income of just USD 20,000 – a result that, consistent with our past research, confirms that most women's organizations are significantly under-resourced given the enormous challenges their work aims to address.<sup>4</sup> We also found that only .3% of women's rights organization in the sample receive funding from corporate donors directly, which was an impetus for us to try to understand how these



new players could impact or reach those women’s organizations, and whether recent trends might point to a shift in that direction.

With that in mind, and in an effort to better understand who was involved and what drove this strong new interest around women and girls, AWID, in partnership with Mama Cash and supported by the Dutch Ministry of Foreign Affairs, embarked on a collaborative research effort. Following an initial mapping relying on desk research in early 2013, we undertook 24 interviews with leading grant-makers, philanthropists, leaders of women’s rights organizations and women’s funds to help unpack and understand the kinds of new initiatives, players and spaces that have recently emerged to support women and girls. We then convened a meeting in April 2013, which brought together 25 strategic thinkers in this field to exchange and strategize around new forms of engagement and collaborative actions to leverage resources to advance women’s human rights globally. Among the action items identified at that meeting, was a mandate to further expand the mapping research, which, in addition to the analysis shared among those convened, has culminated in this report. Reflected here are the results of a mapping of 170 initiatives, of which close to 150 had public data available. From this mapping, we found a total of USD **14.6 billion in commitments pledged between 2005-2020 to support women and girls.**

## What Is ‘New’ In The Current Funding Landscape?

Before moving to the findings of this mapping, which focus on the “new actors” involved in funding women and girls, we highlight a few trends that are also representative of this moment.<sup>5</sup>

**Crowd funding:** Technology is being harnessed and utilized like never before, mobilizing the public to directly fund initiatives around the world with the click of a button. One new crowdfunding site, Catapult, was developed at Women Deliver as “the first funding platform dedicated to gender equality,” facilitating support for women’s organizations on the ground.<sup>6</sup> In its first year, Catapult is projected to raise USD 6.5 million for projects featured on the site. Crowdfunding presents an opportunity to broaden the resource base by democratizing and moving philanthropy away from the hands (wallets) of the few to the hands (online clicks and sometimes wallets) of the many. At the same time, partially due to the nature of the fast pace of competing online information, crowd-funding platforms have, to date, proven to be

**“..... social media and online giving is not new, but the kind of platform and way that people are reaching out to access more resources is the innovation. People are being more creative – whether it’s people in the diaspora who are being targeted, the ‘pay it forward/match’ philosophy, bringing together creativity and activism.”**

– Amina Doherty

more effective for specific project fundraising. Understanding more about how crowdfunding works is key to finding ways of using it to the benefit of women’s rights work that is not easily packaged in project formats.

**Impact investing:** First coined in 2007 as a term, impact investing has caught on among global corporations and is predicted to grow up to USD 500 billion in assets by the end of this decade.<sup>7</sup> It is an investment trend in companies, organizations, and funds with the intention of generating positive social and environmental impacts in addition to financial returns.<sup>8</sup> The Social Impact Investment Taskforce, comprised of public and private-sector representatives from the G8 countries, will offer recommendations for the private sector to help accelerate impact investing and lead to “not just aid, not just trade, but investment.”<sup>9</sup> Companies and individuals interested in impact investment are increasingly partnering with development and philanthropic institutions to make initial investments in areas they might consider too risky to approach on their own.

**New platforms of convergence and agenda setting:** For many of the ‘new actors’, new platforms have developed as spaces for convergence and agenda-setting. The Clinton Global Initiative (CGI), Women Deliver Conferences, Women’s Forum for the Economy and Society, and the World Economic Forum, among others, are increasingly setting the tone and agenda for discussions about funding for women and girls and around broader development issues as well. CGI’s purpose, for example, is “to create and implement innovative solutions to the world’s most pressing challenges.”<sup>10</sup> These spaces not only convene newer actors in development financing, but more traditional funders as well. Historically, many of these spaces have not had a strong presence of women’s rights organizations and movements, but that appears to be shifting in the past few years. There is promise that more of these spaces will continue to embrace a rights-based approach to issues affecting women and girls. At the same time, for many of the women’s rights activists who engage in these meetings, there is a significant learning curve to effectively communicate and engage with newer actors in ways that can facilitate critical and constructive dialogue.

**Women of wealth are getting on board:** With increasing numbers of women reaching the highest levels in business and the professions, starting their own businesses and inheriting significant wealth, women of wealth are increasingly becoming more involved and regarded as significant players in philanthropic and development agendas.<sup>11</sup> Networks such as Women Moving Millions encourage individual women to make gifts of USD 1 million or more for the advancement of women and girls. “Only a few years ago, some considered the words women and

philanthropy an oxymoron. But the last twenty years show astounding growth of women's funds, women's giving circles, women leading major fundraising efforts, and women giving millions."<sup>12</sup>

**Young women playing diverse leadership roles:** Innovations are coming from young women leaders who are creating their own spaces for organizing and activism, using digital technology and media spaces in creative ways to move women's rights agendas forward. Young women are mobilizing in youth groups, student groups, women's groups, informal networks, formal NGOs and as part of social movements, taking action on issues as diverse as the environment, violence against women in new and old forms, sexual and reproductive health and rights and good governance and democracy. Young women are also becoming increasingly engaged in philanthropy, searching for innovation and in some cases creating their own initiatives, rather than tapping into existing models and networks of women's groups. This includes a number of new projects and organizations that have a for profit identity with a social mission. One example, is FEED started by Lauren Bush and Ellen Gustafson in 2007, working with the United Nations World Food Program, "which manufactures and sells reusable bags, [and bracelets, t-shirts and backpacks] that resemble feed bags with half of the proceeds going towards feeding the hungry."<sup>13</sup> The Brave Collection was started by Jessica Hendricks as a way of generating attention and resources to combat human trafficking. Brave Collection is a line of jewelry made by Cambodian artisans who come from underprivileged backgrounds. A portion of the proceeds goes to organizations working against trafficking.<sup>14</sup> Another example is Liz Bohannon, who out of college started Sseko Designs, an ethical fashion brand intended to support talented young women to generate income to continue on to university (during the nine month gap from the end of high school to the start of university,) to "end the cycle of poverty and create a more equitable society."<sup>15</sup> Every woman who has worked at Sseko is currently pursuing her college degree or has graduated from university.<sup>16</sup>

**Celebrities are increasingly involved** in causes related to women and girls. America Ferrera, Ashley Judd, Salma Hayek, Angelina Jolie, Beyonce and Nicole Kidman, among others, are contributing to causes by lending their voices to create a following and raise awareness about the importance of an issue. This can also include, for example, 'curating' projects on Catapult. While there is an opportunity to raise awareness about a cause or issue, some initiatives risk 'invisibilizing' the intended beneficiaries. (PRODUCT) RED is a co-branding initiative launched in 2006 by Bono, through which a percentage of profits from the sale of participating products goes to the Global Fund to Fight AIDS, tuberculosis and Malaria. In this model, "celebrities are trusted to guarantee that products are "good,"

**New and younger people are very involved. This whole new cohort is doing impressive work.**

– Mallika Dutt,  
CEO of Breakthrough

[encouraging people] to buy iconic brands to help “distant others” —Africans affected by AIDS. This is very different from “helping Africa” by buying products actually made by Africans, in Africa, or by choosing products that claim to have been made under better social, labour and environmental conditions of production.”<sup>17</sup> In other examples, the celebrity is more directly involved in working on and mobilizing others around a specific issue. Angelina Jolie has championed the issue of refugees and internally displaced people through her involvement as UN Special Envoy and undertaking a host of charitable projects, including starting her own foundation.<sup>18</sup> Most recently, she founded KIND with the Microsoft Corporation “to create a pro bono movement of law firms, corporations, nongovernmental organizations, universities and volunteers to provide quality and compassionate legal counsel to unaccompanied refugee and immigrant children in the United States.”<sup>19</sup> In her capacity as UN Women’s Global Ambassador, Nicole Kidman has lent her support as “a spokesperson to UN Women’s Say NO – UNITE Violence Against Women, traveling to amplify the voices of women survivors through the media, and helping to raise funds for programs that address violence against women.”<sup>20</sup>

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## The need for cross-sector collaboration

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The trends mentioned above are just a snapshot of the shifting landscape. What they seem to leave clear is the importance for women’s rights organizations to engage with new actors to improve and grow financial capacity in a world where traditional donors may be less present than in the past. Women’s organizations have traditionally mobilized their resources from governments, multilateral institutions, foundations, International Non Governmental Organizations (INGOs)<sup>21</sup> and women’s funds. But the funding policies and priorities of many of these long-term allies are also shifting, and their resource base is relatively static compared to the huge funds being mobilized and deployed by the newer actors. Continued reliance on these old allies is not a reliable option for a sustainable financial future. In turn, the current wave of interest in women and girls opens an important window for women’s rights organizations to impact the agendas of these new players.

Clarity on the landscape and players is an important starting point for any discussion on whether to engage, how to engage, who to engage with, and where not to step in. In an attempt to help guide this conversation, the next section highlights the findings of the mapping research.

- <sup>3</sup> See analysis in *Watering the Leaves, Starving the Roots*, 2013
- <sup>4</sup> Angelika Arutyunova and Cindy Clark. *Watering the Leaves, Starving the Roots*. Toronto: AWID. October 2013. Web. December 2013. <http://www.awid.org/Library/Watering-the-Leaves-Starving-the-Roots>
- <sup>5</sup> This analysis is to be reviewed as an expanded add-on to the trends analysis presented in the *Watering Leaves, Starving the Roots* report.
- <sup>6</sup> Women Deliver, "About", n.d. Web. 1 December 2013. <http://www.womendeliver.org/about/staff/>
- <sup>7</sup> Freireich, Jessica and Katherine Fulton. *Investing for Social and Environmental Impact: A design for Catalyzing and Emerging Industry*. Monitor Institute January 2009. Web. 3 December 2013. <http://www.monitorinstitute.com/what-we-think/impact-investing/#impact-investing>
- <sup>8</sup> GIIN. "Impact Investing" Global Impact Investing Network. n.d. Web. 3 December 2013. <http://www.thegiin.org/cgi-bin/iowa/investing/index.html>
- <sup>9</sup> Worsham, Erin. "3 Insights into the Future of Impact Investing". *Devex*. 11 September 2013. Web. 3 December 2013. [https://www.devex.com/en/news/3-insights-into-the-future-of-impact-investing/81783?mkt\\_tok=3RkMMJWWfF9wsRonv6Tide%2FhmjTEU5z16ewpXa%2Bzglkz2EFye%2BLIHETpodcMS8prMK%2BTFAwTG5toziV8R7bNKc1r2NkQXBfn](https://www.devex.com/en/news/3-insights-into-the-future-of-impact-investing/81783?mkt_tok=3RkMMJWWfF9wsRonv6Tide%2FhmjTEU5z16ewpXa%2Bzglkz2EFye%2BLIHETpodcMS8prMK%2BTFAwTG5toziV8R7bNKc1r2NkQXBfn)
- <sup>10</sup> Clinton Global Initiative. "About Us" n.d. Web. 3 December 2013. <http://www.clintonglobalinitiative.org/aboutus/>
- <sup>11</sup> For example, in the US alone, there were over 10.6 million women-owned businesses employing 19.1 million people and generating \$2.5 trillion in sales. See <http://www.womenofwealthmagazine.com/about-us.html>
- <sup>12</sup> Sondra Shaw-Hardy. "Sondra Shaw-Hardy" Women and Philanthropy. n.d. Web. 3 December 2013. <http://www.womenandphilanthropy.org/>
- <sup>13</sup> "Top 15 Young Female Entrepreneurs and Their Rising Companies" Under30ceo.com. 15 March 2011. Web. 3 December 2013. <http://under30ceo.com/top-15-young-female-entrepreneurs-and-their-rising-companies/>
- <sup>14</sup> The Brave Collection. "The Jewelry" n.d. Web. 3 December 2013. <http://thebravecollection.com/pages/the-jewelry>
- <sup>15</sup> Sseko Designs. "Our Story" n.d. Web. 3 December 2013 <http://ssekodesigns.com/our-story/>
- <sup>16</sup> Ibid.
- <sup>17</sup> Richey, Lisa Ann and Stefano Ponte "Are Celebrities Good for Development Aid" Aidwatch. 4 April 2011. Web. 3 December 2013. <http://aidwatchers.com/2011/04/are-celebrities-good-for-development-aid/>
- <sup>18</sup> UNHCR "Angelina Jolie Fact Sheet" UNHCR n.d. Web. 3 December 2013. <http://www.unhcr.org/pages/49db77906.html>
- <sup>19</sup> KIND. "What is KIND?" KIND. n.d. Web. 3 December 2013. <https://www.supportkind.org/en/about-us>
- <sup>20</sup> UN Women. "UN Women Goodwill Ambassador Nicole Kidman," UN Women. n.d. Web. 3 December 2013 <http://www.unwomen.org/en/partnerships/goodwill-ambassadors/nicole-kidman>
- <sup>21</sup> INGOs have historically focused on regrating.

## 1.1 Who Is Involved?

AWID conducted a preliminary mapping of 170 corporate sector initiatives, of which close to 150 had public financial data available. From this mapping, we found a total of **USD 14.6 billion in commitments focused on women and girls**. Although this is by no means a comprehensive account, it is a useful starting point to understand some of the dominant characteristics of these initiatives.

Understanding that there is a broad panorama of actors and stakeholders involved in funding and supporting initiatives for women and girls, we focused on initiatives that were:

- Currently active or planned initiatives;<sup>23</sup>
- Involving a partnership between at least two entities from different funding sectors;
- With at least one of those partners from a “non-traditional” funding sector (that is, not a bilateral or multilateral agency, national government, corporate philanthropic foundation, international NGO, or women’s fund) or using a “non-traditional” funding scheme;<sup>24</sup>
- With some kind of broad development-oriented objective with an explicit interest in women and girls.

Given our focus on corporate sector actors as well as understanding that the private sector encompasses a wide range of different types of actors, it is important to clarify what we mean by the sector. In this case we refer to the corporate sector as organizations that have as their primary purpose to engage in profit-seeking activities through the production of goods, and/or provision of services.

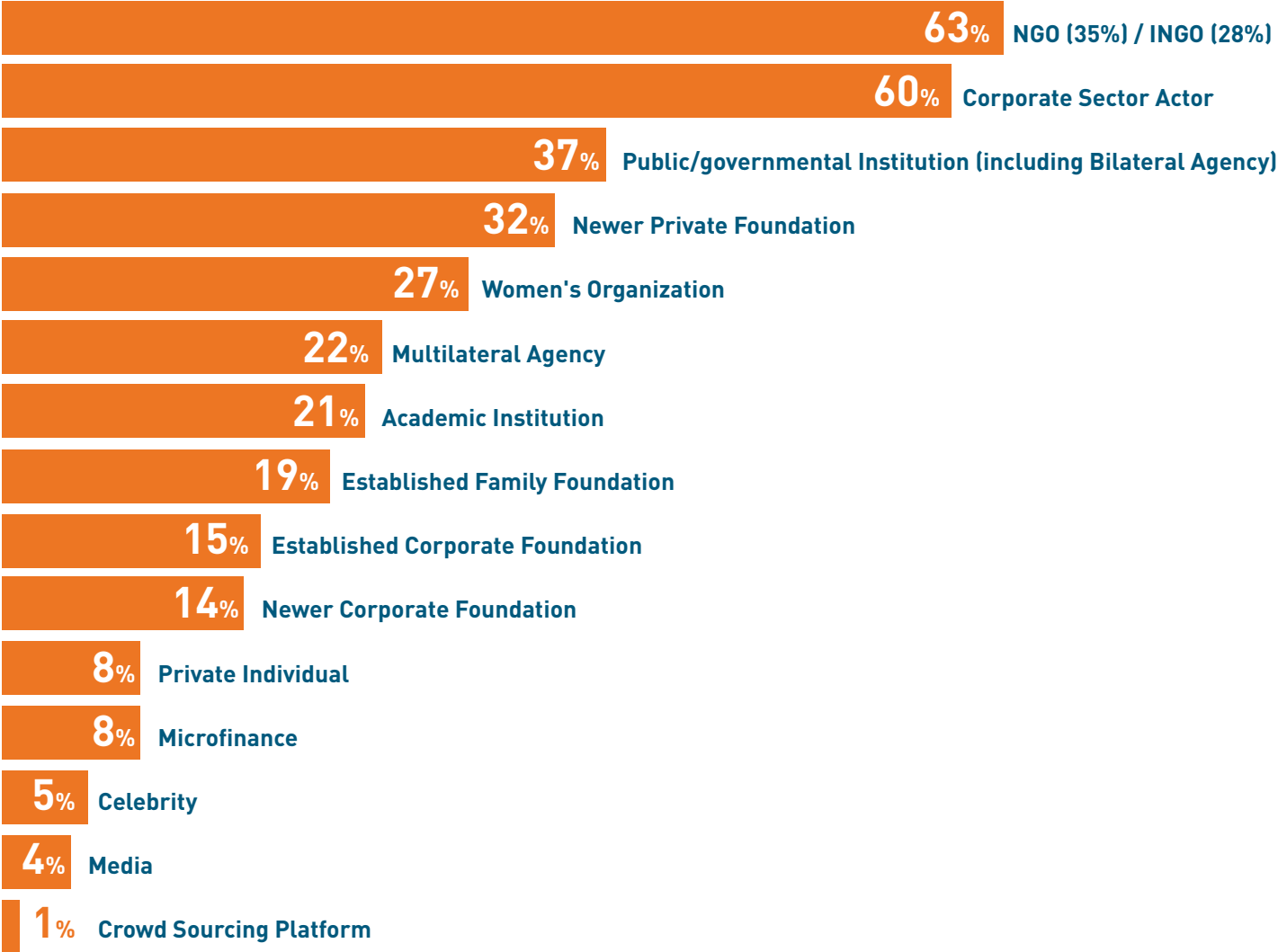
We distinguish in the results below between the corporate sector and corporate sector foundations as two separate categories—distinguishing between the corporation, or for-profit entity itself and the foundations started by these actors as independent entities with a mission not connected to profit-seeking activities.

By women’s organizations we refer to organizations and women’s funds that “self-identified” as women’s organizations, or had a primary focus on issues related to gender equality and women’s empowerment. Examples include, Women for Women International, Women Deliver and the Global Fund for Women.

The graph below summarizes the most common actors involved in the partnerships mapped. Please note that this is a percentage in terms of number of initiatives involving each actor.

### Figure 1: Who Is Involved?

Base: 170 initiatives  
Each initiative may have more than one type of sponsor.  
Results will not total to 100%.



The most common type of actors involved in these partnerships are non-governmental organizations (63%, of which 35% are NGOs and 28% are international NGOs that are not explicitly “women’s organizations”) such as Plan International, Oxfam International and World Vision.

Corporate sector actors such as Exxon Mobile and Coca Cola (60%) followed next, further affirming the interest from this sector in financing, managing, and implementing development programs and initiatives relating to women and girls.

Public/government institutions - which are among the traditional sources of support for women and girls - followed at 37% and included 9% of bilateral development agencies.<sup>25</sup> Multilateral agencies, academic institutions and others were involved in 20% or fewer of the partnerships mapped.

Women’s organizations were involved in a partnership in 27% of the cases, though available data indicates that only 9% of women’s organizations received “direct support.”

## 1.2 Size, Location And Direction Of These Initiatives:

The 170 initiatives examined are distributed around the world, with the largest number focused in Sub Saharan Africa (50%), South Asia (25%), and Latin America (20%). Global initiatives – such as Nike and Novo Foundation’s Girl Effect and Plan International’s, Because I am a Girl Campaign – account for 25% of those mapped.

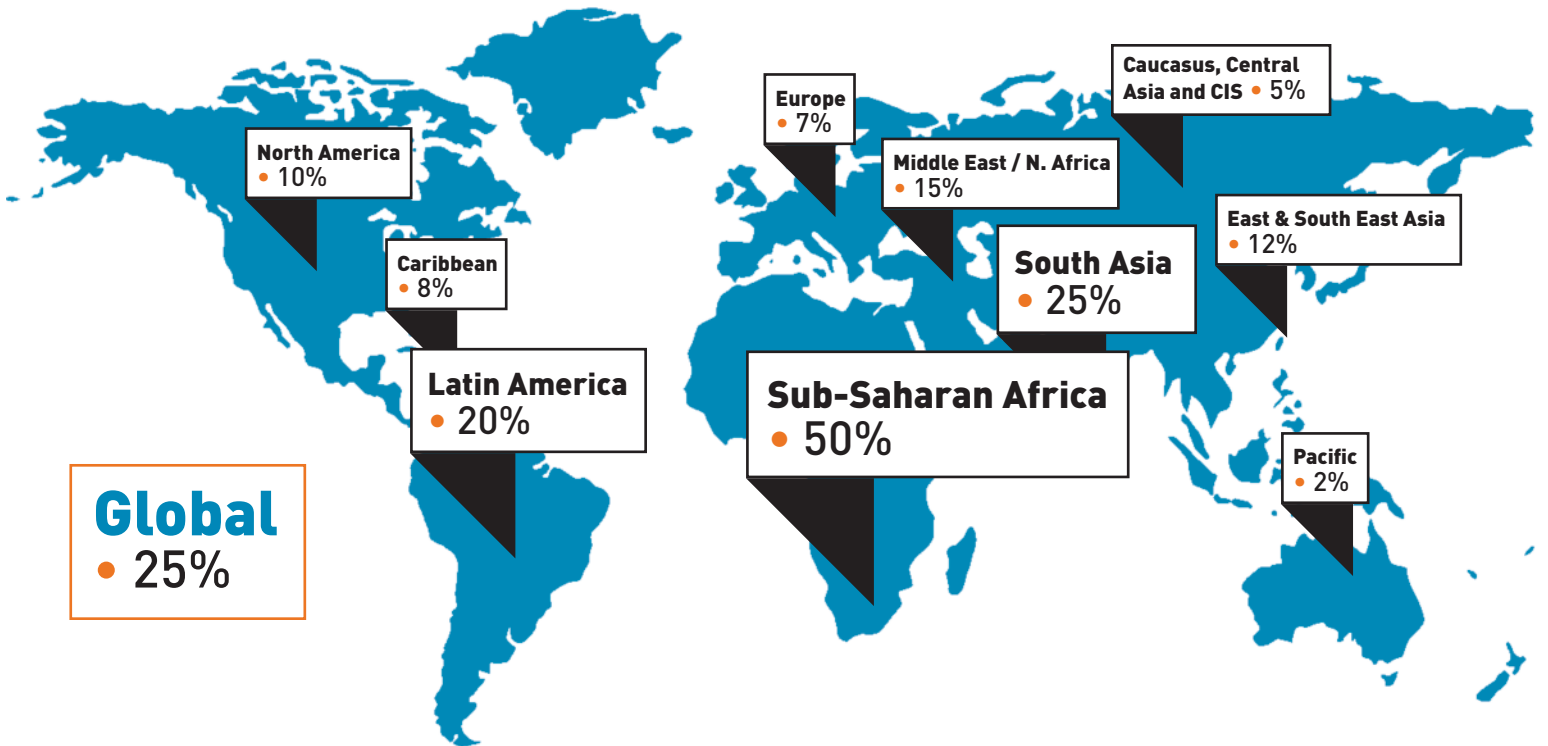
In terms of the provenance of these initiatives, we see that although the majority of them originate in the global North, with resources flowing to the global South (84%), a significant number (75%) of the initiatives originate and remain in the global South.<sup>26</sup> As well, a transnational corporation with offices around the world or a partnership with sources from both North and South channel resources to the global South in 15% of initiatives.

The average initiative size over an average five-year period was USD 123 million; the median was USD 3 million, with a total of USD 14.6 billion pledged to women and girls. This raises important questions about who is positioned to engage in these partnerships given the median size of the initiatives.



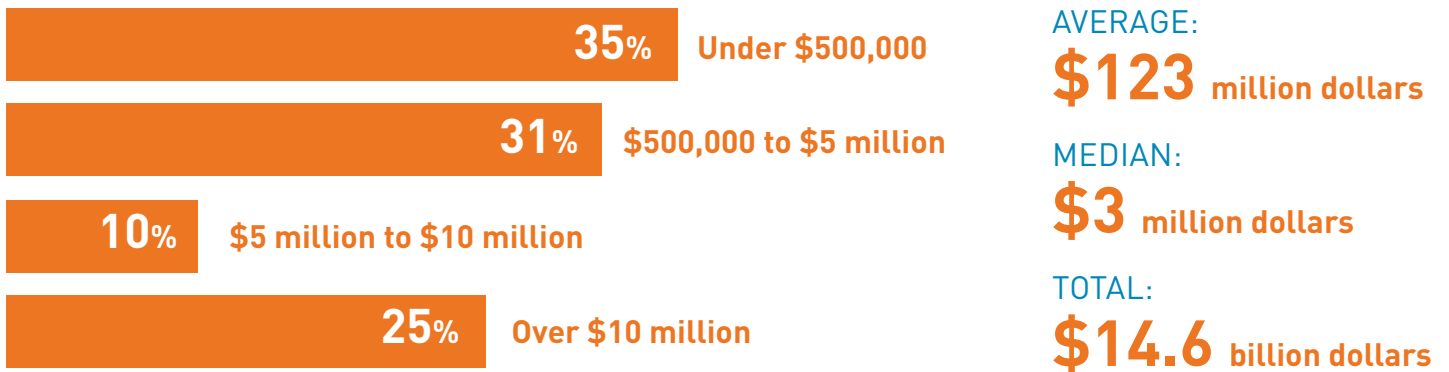
## Figure 2: Profiling The “New” Initiatives

Base: 170 initiatives  
Each initiative may have more than one region.



## Size of Initiatives

Base: 147 initiatives, 23 had no amounts listed

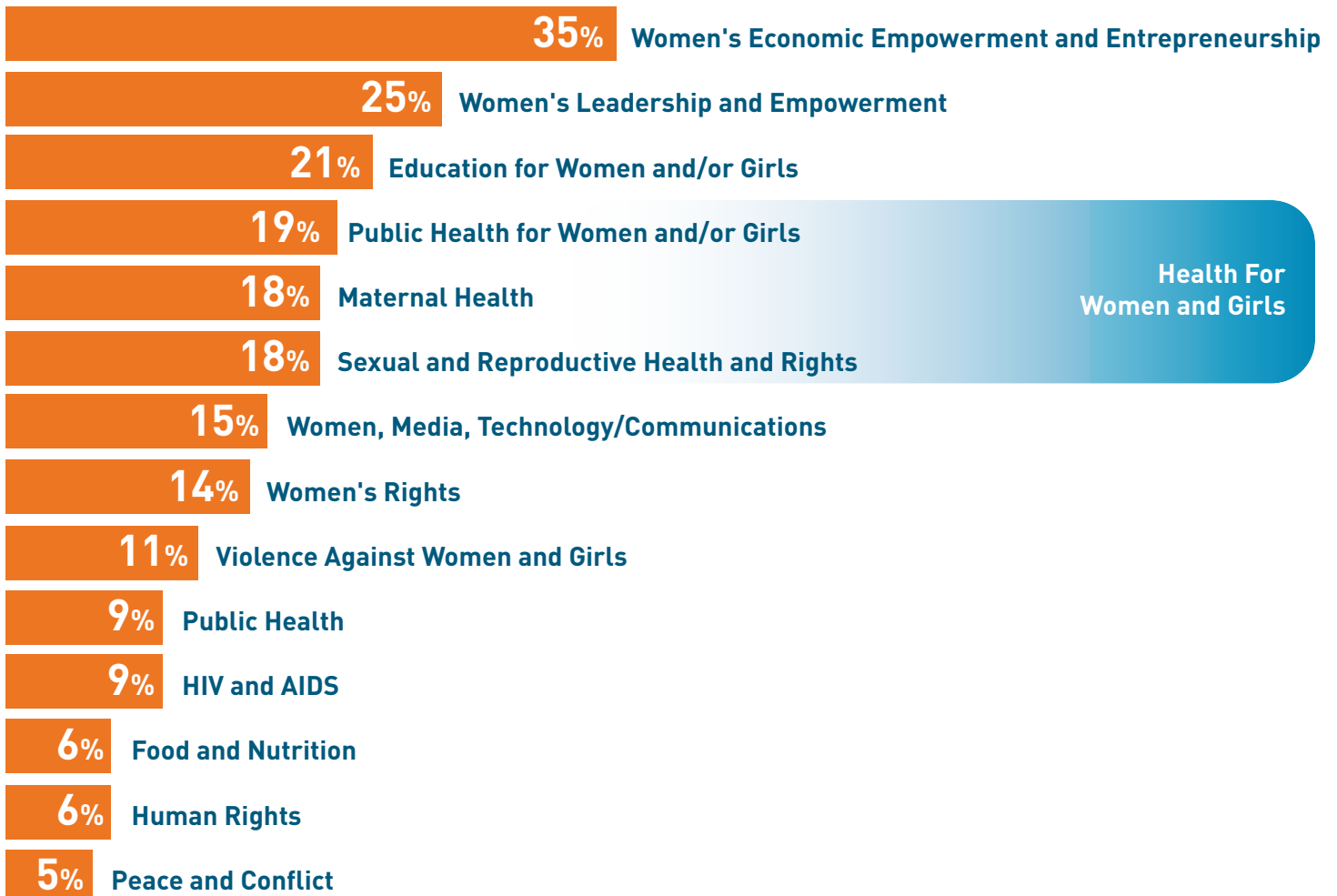


### 1.3 What Is Getting Supported?

Below we discuss the top five themes addressed by the initiatives mapped. For each theme, we provide several examples of related initiatives, to offer a clearer picture of the nature of work being carried out. Where possible, we have also shared the rationale provided by partners in these initiatives as to why they feel this particular theme or area is important. This offers useful insight into the logic and thinking driving some of these actors.

Figure 3: Thematic Focus Of The Initiatives

Base: 170 initiatives




### 1.3.1 Economic Empowerment And Entrepreneurship

Given that economic considerations are the “core business” of corporate sector actors, and the fact that many of these initiatives have emerged in a time of relatively stagnant economic growth (if not recession), it is not surprising that economic empowerment and entrepreneurship is the most common theme of the initiatives mapped. In this area, many corporate sector actors address their own business practices (e.g. integrating women into their supply chains), which they associate with facilitating more general global growth and prosperity.

There is recognition that women face structural barriers to participating in the formal economy and/or securing equitable compensation for their work, and that this situation has a negative impact on the general economic health of communities and nations. As the Organisation for Economic Co-operation and Development’s Development Assistance Committee (OECD DAC) outlines, “women’s economic empowerment is a prerequisite for sustainable development and pro-poor growth...as it increases women’s access to economic resources and opportunities including jobs, financial services, property and other productive assets, skills development and market information.”<sup>27</sup>

An example of a related initiative is Exxon Mobil and Exxon Mobil Foundation, who are working with local and international partners<sup>28</sup> in what is called ExxonMobil Women’s Economic Opportunity Initiative. This program “strives to help women fulfill their economic potential and drive economic and social change in their communities, by developing women entrepreneurs and business leaders through skills development training, mentoring programs and businesswomen’s networks; investing in research that gathers the best available evidence on effective program interventions to help guide smart investments; identifying and deploying high-impact technologies that accelerate women’s economic advancement.”<sup>29</sup> To date, Exxon Mobil and Exxon Mobil Foundation have invested more than USD 60 million in over 90 countries.<sup>30</sup>

In their initiative Dream Builder: The Women’s Business Creator,<sup>31</sup> mining company Freeport-McMoRan Copper & Gold Inc. states that “in recent years, a growing body of research demonstrates that investments in women in particular yield many multiplier effects, not only the effect of growing small businesses to generate economic benefit, but also the effect of applying increased income to reinvest in the foundations of sustainable communities such as their children’s education, healthcare for their families, etc. thereby raising the overall wellbeing in the community.”<sup>32</sup> As a



result, the initiative has dedicated USD 3,900,000 to focus on building an online Women's Business Academy that includes business skills training to 3,400 entrepreneurs.<sup>33</sup> By using a distance learning web-based format, it aims to provide women entrepreneurs with knowledge and skills that they will continue to strengthen after their certification with peer support.<sup>34</sup> This enables women “to source information and to build their supply chain.”<sup>35</sup>

In 2010, Coca-Cola started the 5 by 20 Women Initiative in 12 countries, as a global commitment “to enable the economic empowerment of 5 million women entrepreneurs across the company’s value chain by 2020. It offers women access to business skills training courses, financial services and connections with peers or mentors.”<sup>36</sup> Although the initiative has an ambitious goal, it has not yet made publically available the resources pledged to implementing it. Coca-Cola Chairman and CEO, Muhtar Kent, reflected at a 2013 conference, “each time you create a woman entrepreneur, the community gets stronger... and as a result of stronger communities, you have a stronger business.”<sup>37</sup> Kent reiterated that while partnerships with government and civil society are important, companies need to focus on initiatives that link to their core business. “It can’t just be a project... it just can’t be charity,” he concluded. “It has to deliver a business-related benefit.”<sup>38</sup>

### 1.3.2 Leadership And Empowerment

Leadership and empowerment are also a commonly supported area of work. Examples of initiatives under this theme include Developing Leadership in Girls in Cameroon which was a USD 50,000 initiative run for two years (2010-2012) by Alverno College.<sup>39</sup> The initiative focused on launching a cross-national girls’ leadership program through curriculum, exchange and opportunities for internship between Alverno College in the US and St. Joseph’s Comprehensive School for Girls in Cameroon.<sup>40</sup> The rationale for the program is described as follows: “...women are still greatly disadvantaged by gender discrimination that manifests in sexual abuse and violence, education and employment limitations, and restrictive laws. In order for women to become empowered, they need to develop skills in communication and leadership and a vision of themselves that includes understanding their potential to influence people and institutions.”<sup>41</sup>

Another example of an initiative linked to this theme is led by Oxfam International, the Department for International Development (DFID) along with Equality Now, Oxfam America, and the Women’s Legal Circle. The program is called Phase II of Raising Her Voice program, which focuses on addressing the structural barriers to women’s


rights for full political participation and leadership.<sup>42</sup> The program aims to improve conditions for 140,000 women by dedicating USD 9,400,000 over three years to advocating for women's political participation and leadership. The program is motivated by the sponsors' concern over the fact that worldwide, 19.3% of elected Parliamentary representatives and just 16 of 188 national leaders are women.<sup>43</sup> As the program materials state, "This is indicative of women's under-representation in all levels of decision-making, and highlights the difficulty women experience in ensuring their voices are heard. Women who reach positions where they can contribute to decision-making continue to face barriers to their full and equal participation. For poor and marginalized women this exclusion is even greater."<sup>44</sup>

### 1.3.3 Education For Women And Girls

It is universally acknowledged that education is a powerful equalizer and central to development, so it is not surprising to see that education for women and girls is the third most commonly supported theme.

Join My Village is an example of a collaborative initiative in this area, bringing together General Mills, Merck, CARE International and celebrity Lee Anne Womack. "General Mills and Merck hope to release up to USD 1,200,000 by December 31, 2013."<sup>45</sup> The initiative is grounded in a belief that "if more people are simply aware of the issues, stories, and people of Malawi - even if it's only through watching a video or listening to a song - more positive, sustainable change can happen," says Ellen Goldberg Luger, Vice President of General Mills Community Action.<sup>46</sup> The focus is a digital platform aimed at creating a global community that allows supporters to 'release' funds from corporate sponsors through websites and social media, as well as make personal donations to CARE's education, health and employment programs in Malawi and India.<sup>47</sup> "The campaign is "indicative of the way corporate philanthropy has shifted," Helene D. Gayle, President and CEO of CARE said. "Not only are just the foundations involved; the corporations also are."<sup>48</sup>

Another example is the initiative, 10x10: Connect the Dots, Educate Girls, Change the World, a film and social action campaign that aims to inspire individuals to take action to support girls' education, with an estimated total value of USD 10,977,766 from 2010-2014.<sup>49 50</sup> Individuals can become involved by screening the 10X10 movie, donating to the Girls Rising Fund or "joining the movement" for girls' education.<sup>51</sup> Shelly Esque, Vice President of Intel Corporate Affairs Group and President, Intel Foundation explains that part of the driving motivation for Intel to be a founding partner in the initiative relates to "overwhelming evidence that investing in adolescent



girls in the developing world creates transformative change for families, communities, and entire countries.”<sup>52</sup> The campaign has a single message: “Educating girls in developing nations will change the world.”<sup>53</sup> Donations from individuals who choose to contribute to the Girl Rising Fund are distributed evenly among the partners, who include CARE USA, World Vision, Partners in Health, Plan International USA, United Nations Foundation/Girl Up, Room to Read, and A New Day Cambodia, to focus on girls’ education initiatives around the world. Esque explains, “it is remarkable because it multiplies previously siloed efforts and moves people from the *what* to the *how* in creating tangible change for girls in the developing world.”<sup>54</sup>

Another example is the “movement” launched by Nicholas Kristof and Sheryl WuDunn based on their book *Half the Sky*, focused on “raising awareness about women’s issues and also provid[ing] concrete steps to promote opportunities for women and girls around the world.”<sup>55</sup> The campaign has raised USD 392,469 (of a USD 500,000 goal).<sup>56</sup> It is focused in 10 countries using a film. Individuals can support the girls featured in the film, host a screening, play a social media game, donate directly to their partners, and more.<sup>57</sup> The social media game focuses on donations. It is a “direct virtual-to-real-life translation of giving and awareness around issues like education for girls.”<sup>58</sup> Individuals who play the game can complete a mission that ‘unlocks’ a book. As a result, “just by clicking you’re sending a real book [from the Pearson Foundation through the non-profit Room to Read] to a real young person who needs it.”<sup>59</sup>

Another multistakeholder program that takes a holistic approach to education is led by the George Malaika Foundation, who together with Nestlé, Vodacom, United Nations World Food Programme, All for Africa, and Buchan Family Foundation, started a three year initiative called *Bridging the Gap: Empowering Women Through Education* in 2012, pledging USD 1,017,240. The partners describe how “education cannot be provided in isolation. It must take into account the local environment factors and determine how those will affect success.”<sup>60</sup> The programming focuses not only on scholarships, school products and uniforms but creating a safe school environment for girls to attend school, access to two meals a day, and clean water and sanitation, including sanitary latrines. In the future they plan to open a FIFA Football for Hope community center, which is a health, sports and learning center for children and adults in the area.<sup>61</sup> The goal of this expanded programming is “to ensure that access to high quality education becomes a right and not a privilege.”<sup>62</sup>

### 1.3.4 Health For Women And Girls

Within the broad umbrella of health, we see general women and girls' public health (19%), maternal health (18%) and sexual and reproductive health and rights (18%) as themes commonly supported by many of these new initiatives.

One USD 10,000,000 initiative, Bringing Hope to Rural Tanzanians, led by the Benjamin William Mkapa HIV/AIDS Foundation, the Government of Tanzania and mining company, African Barrick Gold, was developed in “response to research showing that despite high attendance to antenatal care in Tanzania, only 42 percent of women deliver in health facilities in rural areas compared to 82 percent in urban areas. At least 8000 women in Tanzania die from preventable pregnancy-related conditions, and 32 newborns die out of 1000 live births every year.”<sup>63</sup> As a result, the four year initiative is committed to “strengthening and expanding HIV and AIDS care and treatment, emergency obstetric care, and prevention of mother to child transmission of HIV services in rural areas of Tanzania. This includes supporting the clinical, leadership and management skills of at least 1500 health staff, and the construction and equipment of 30 operating theatres for quality service delivery.”<sup>64</sup>

## Every Woman, Every Child

Perhaps the most visible initiative on women's health is Every Woman, Every Child (EWEC), which is described as a "movement" spearheaded by UN Secretary-General Ban Ki-moon, to "mobilize and intensify global action to improve the health of women and children around the world."<sup>65</sup> Focused on multistakeholder partnerships that include "260 leaders from governments, multilateral organizations, the private sector and civil society, Every Woman Every Child aims to save the lives of 16 million women and children and improve the lives of millions more."<sup>66</sup>

As one of the related commitments, the Bill and Melinda Gates Foundation and UK Government with the United Nations Population Fund created the London Family Planning Summit. The Summit was premised on the rationale that "supporting family planning is one of the most cost-effective investments a country can make in its future."<sup>67</sup> The summit resulted in a Global Partnership, whereby donors and developing countries pledged USD 4.6 billion "to make affordable, lifesaving contraceptives, information, services, and supplies available to an additional 120 million women and girls in the world's poorest countries by 2020."<sup>68</sup> In some cases, the commitments pledged at the Summit are also part of EWEC.

A range of other initiatives and events have been developed under the EWEC umbrella. As of September 2012, commitments totaled over USD 40 billion. For the purpose of this mapping, we incorporated 47 of the commitments from EWEC and the London Family Planning Summit that met our criteria. These 47 initiatives account for USD 9 billion of the total USD 14.6 billion mapped.



EWEC's approach to private sector engagement reflects the belief that "the private sector brings enormous opportunities to the Every Woman Every Child movement beyond finance and corporate social responsibility... it is fostering innovative public-private partnerships that leverage both business and public sector capabilities."<sup>69</sup> An example includes the India Public-Private Partnership to End Child Diarrheal Deaths that aims to "achieve universal coverage of children in India through the intervention of oral rehydration solution (ORS) and zinc by 2015."<sup>70</sup> The partners in this initiative include, Infosys and Infosys Labs who have committed to work with the MDG Health Alliance, the United Nations Foundation and the Clinton Health Access Initiative to develop affordable healthcare solutions.<sup>71</sup>

Another example of an effort linked to EWEC is the Body Shop's partnership with ECPAT International, local NGOs and UN AIDS to 'Stop the Sex Trafficking of Children and Young People.' This USD 2.25 million initiative was launched in 60 countries, raising awareness, funds and petitions, and securing over 7 million signatures to petition the UN Human Rights Council to stop human trafficking.<sup>72</sup> Among their achievements they have "influenced governments in 20 countries to commit to long-term legislative change that will help protect children and young people for many years to come."<sup>73</sup>

An example linked to EWEC is TOMS, a company grounded in a "one for one" business model where every purchase of a pair of shoes results in a donation of another pair. TOMS committed to giving an additional 10 million pairs of shoes, as part of their participation in EWEC, as well as committing to manufacture a third of the shoes they give in the countries where they give.<sup>74</sup>

**You cannot get sustainable development without the private sector, and you cannot deliver health care in remote and underdeveloped countries without using private-sector supply chains. When polio is finally eradicated, it will be the result of a broad coalition of governments, private foundations, pharmaceutical companies, multilateral agencies and charitable organizations.**

– Justine Greening,  
United Kingdom's Secretary for  
International Development <sup>75</sup>

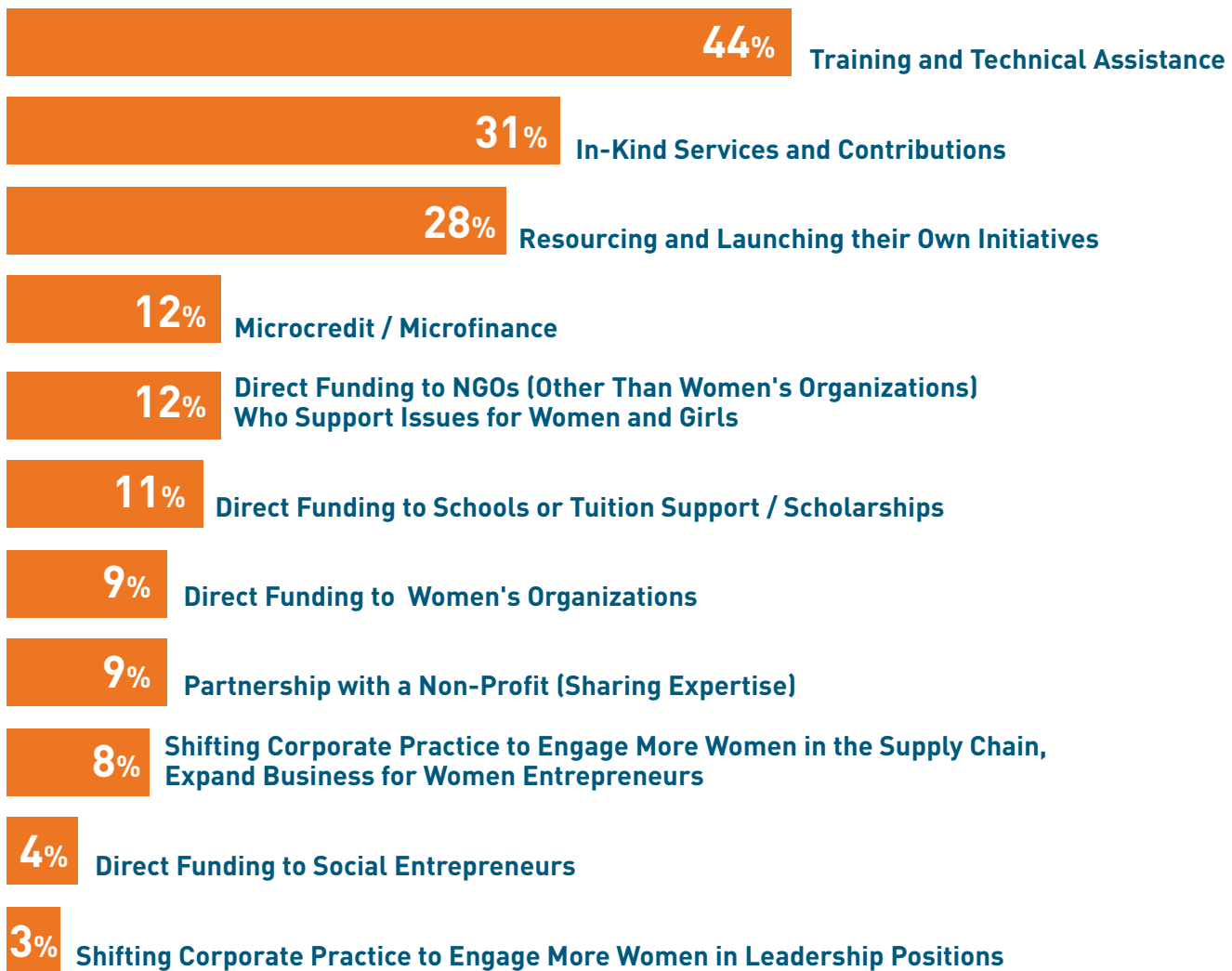
- <sup>22</sup> Each initiative may have more than one type of actor involved, results will not total 100%.
- <sup>23</sup> Initiatives in the sample are the ones that either finished in 2012 or are future-oriented (2012-2020), and those that are ongoing with no end in sight. We have set this timeline to ensure we include the most recent initiatives in the field.
- <sup>24</sup> A glossary of actors is included in the annex.
- <sup>25</sup> Public government agencies were only included if they partnered with other actors in a way that is reflective of this trend i.e. DFID partnering with NIKE for the Girl Hub.
- <sup>26</sup> Each initiative may have more than one direction. Results will not total to 100%
- <sup>27</sup> OECD DAC Network on Gender equality (GENDERNET) “Women’s Economic Empowerment” 1-3. 2012. Web. 13 November 2013. <http://www.oecd.org/dac/povertyreduction/50157530.pdf>
- <sup>28</sup> International partners include: UN Foundation, Africare, CEDPA, Cherie Blair Foundation for Women, Coady International Institute, Council on Foreign Relations Women and Foreign Policy Council, Harvard Kennedy School Women and Public Policy Program, International Center for Research on Women, Kopernik, Solar Electric Light Fund, Solar Sister, Thunderbird School of Management, and Vital Voices
- <sup>29</sup> ExxonMobil “Women’s Economic Opportunity Initiative” n.d. Web. 13 November 2013 [http://www.exxonmobil.com/Corporate/community\\_women\\_invest.aspx](http://www.exxonmobil.com/Corporate/community_women_invest.aspx)[http://www.exxonmobil.com/Corporate/community\\_women\\_invest.aspx](http://www.exxonmobil.com/Corporate/community_women_invest.aspx)
- <sup>30</sup> ExxonMobil “Women’s Economic Opportunity Initiative” n.d. Web. 13 November 2013 [http://www.exxonmobil.com/Corporate/community\\_women\\_invest.aspx](http://www.exxonmobil.com/Corporate/community_women_invest.aspx)[http://www.exxonmobil.com/Corporate/community\\_women\\_invest.aspx](http://www.exxonmobil.com/Corporate/community_women_invest.aspx)
- <sup>31</sup> Partners include Thunderbird School of Global Management and BlueDrop Performance Learning. The initiative is called *Dream Builder: The Women’s Business Creator* online Women’s Business Academy.
- <sup>32</sup> Clinton Global Initiative. “Dream Builder: The Women’s Business Creator” n.d. Web. 13 November 2013 <http://get.cgilink.org/v/c/732471>
- <sup>33</sup> Ibid.
- <sup>34</sup> Ibid.
- <sup>35</sup> Ibid.
- <sup>36</sup> Coca Cola Company. “Women’s Economic Empowerment” n.d. Web. 13 November 2013. <http://www.coca-colacompany.com/stories/5by20/> <http://www.coca-colacompany.com/stories/5by20/>
- <sup>37</sup> Ibid.
- <sup>38</sup> Coca Cola Company. “Smart Economics: Coke’s Muhtar Kent Explores Link Between Empowered Women and Stronger Communities” n.d. Web. 13 November 2013. <http://www.coca-colacompany.com/stories/smart-economics-cokes-muhtar-kent-explores-link-between-empowered-women-and-stronger-communities>
- <sup>39</sup> In partnership with Mary Rose, St. Joseph’s Comprehensive School for Girls and The Cameroon Fund.
- <sup>40</sup> Clinton Global Initiative. “Developing Leadership in Girls in Cameroon, 2010” n.d. Web. 13 November 2013. <http://get.cgilink.org/v/c/683260>
- <sup>41</sup> Ibid.
- <sup>42</sup> Clinton Global Initiative. “Phase II Raising Her Voice: From Participation to Power, 2012” n.d. Web. 13 November 2013. <http://get.cgilink.org/v/c/765876>
- <sup>43</sup> Ibid.
- <sup>44</sup> Ibid.
- <sup>45</sup> General Mills/CARE. “General Mills, CARE, and Country Music Star Lee Ann Womack Join Forces to Fight Poverty in Africa Through JoinMyVillage.com” Corporate Social Responsibility Wire. 13 December 2010. Web. 13 November 2013. [http://www.csrwire.com/press\\_releases/31290-General-Mills-CARE-and-Country-Music-Star-Lee-Ann-Womack-Join-Forces-to-Fight-Poverty-in-Africa-Through-JoinMyVillage-com](http://www.csrwire.com/press_releases/31290-General-Mills-CARE-and-Country-Music-Star-Lee-Ann-Womack-Join-Forces-to-Fight-Poverty-in-Africa-Through-JoinMyVillage-com)
- <sup>46</sup> Ibid.
- <sup>47</sup> Join My Village. “FAQ” n.d. Web. 13 November 2013. <http://joinmyvillage.com/faq>
- <sup>48</sup> Elliott, Stuart. “General Mills and CARE Hope Joint Effort ‘Clicks’” *The New York Times* 13 December 2010. Web. 13 November 2013. <http://mediadecoder.blogs.nytimes.com/2010/12/13/general-mills-and-care-hope-joint-effort-clicks/>

- <sup>49</sup> Girl Rising. "What is Girl Rising" n.d. Web. 13 November 2013. <http://www.girlrising.com/what-is-girl-rising/?id10x10=undefined>
- <sup>50</sup> Clinton Global Initiative. "Connect the Dots. Educate Girls. Change the World, 2010" n.d. Web. 13 November 2013. <http://get.cgilink.org/v/c/696199>
- <sup>51</sup> Girl Rising. "What is Girl Rising" n.d. Web. 13 November 2013. <http://www.girlrising.com/what-is-girl-rising/?id10x10=undefined>
- <sup>52</sup> "New Effort Focused on Girls and Education Unveiled at Clinton Global Initiative" *Business Wire* 21 September 2010. Web. 13 November 2013. <http://www.businesswire.com/news/home/20100921006805/en/Effort-Focused-Girls-Education-Unveiled-Clinton-Global>
- <sup>53</sup> Intel Newsroom. "Intel, 10x10, Announce New Efforts to Empower Girls, Transform Developing Economies through Education." Intel. April 18, 2013. Web. 3 December 2013. [http://newsroom.intel.com/community/intel\\_newsroom/blog/2013/04/18/intel-10x10-announce-new-efforts-to-empower-girls-transform-developing-economies-through-education](http://newsroom.intel.com/community/intel_newsroom/blog/2013/04/18/intel-10x10-announce-new-efforts-to-empower-girls-transform-developing-economies-through-education)
- <sup>54</sup> Ibid.
- <sup>55</sup> Half the Sky Movement. "The Story" n.d. Web. 13 November 2013. <http://www.crowdrise.com/halftheskymovement>
- <sup>56</sup> Ibid.
- <sup>57</sup> Half the Sky Movement. "Act" n.d. Web. 13 November 2013. <http://www.halftheskymovement.org/pages/act>
- <sup>58</sup> Casserly, Meghan. "Can Nicholas Kristoff's Half the Sky Facebook Game Win Real-World Change for Women?" *Forbes* 3 April 2013. Web. 13 November 2013. <http://www.forbes.com/sites/meghancasserly/2013/03/04/nicholas-kristoff-half-the-sky-facebook-game-real-change-for-women/>
- <sup>59</sup> Ibid.
- <sup>60</sup> Clinton Global Initiative. "Bridging the Gap: Empowering Women Through Education, 2012" n.d. Web. 13 November 2013. <http://get.cgilink.org/v/c/766303>
- <sup>61</sup> Clinton Global Initiative. "Bridging the Gap: Empowering Women Through Education, 2012" n.d. Web. 13 November 2013. <http://get.cgilink.org/v/c/766303>
- <sup>62</sup> Ibid.
- <sup>63</sup> Clinton Global Initiative. "Bring Hope to Rural Tanzanians, 2012" n.d. Web. 13 November 2013. <http://get.cgilink.org/v/c/766353>
- <sup>64</sup> Ibid.
- <sup>65</sup> *Every Woman Every Child*. Every Woman Every Child n.d. Web. 14 November 2013. <http://www.everywomaneverychild.org>
- <sup>66</sup> *Every Woman Every Child*. "About Every Woman Every Child" n.d. Web. 14 November 2013. <http://www.everywomaneverychild.org/about>
- <sup>67</sup> <http://www.everywomaneverychild.org/commitments/all-commitments/blog#sthash.PHW6o9Ht.dpuf>
- <sup>68</sup> Kizza, Catharine Mwesigwa. "Uganda: Summit Promises 4.6 Billion for Family Planning" *AllAfrica* 13 July 2012. Web. 14 November 2013 <http://allafrica.com/stories/201207130063.html>
- <sup>69</sup> *Every Woman Every Child*. "Every Woman Every Child Frequently Asked Questions" n.d. Web. 14 November 2013. <http://www.everywomaneverychild.org/about/frequently-asked-questions>
- <sup>70</sup> Ibid.
- <sup>71</sup> *Every Woman Every Child*. "Commitments to Every Woman Every Child: Infosys" n.d. Web. 14 November 2013. <http://www.everywomaneverychild.org/commitments/all-commitments/entry/1/235>
- <sup>72</sup> The Body Shop, "Stop Sex Trafficking of Children and Young People," n.d. Web. 18 November 2013 <http://www.thebodyshop.ca/en/values/trafficking.aspx>
- <sup>73</sup> Ibid.
- <sup>74</sup> Commitments Every Woman, Every Child, "Toms." n.d. Web. 3 December 2013 <http://everywomaneverychild.org/commitments/all-commitments/entry/1/301>
- <sup>75</sup> Devex. "No sustainable development without private sector — DfID chief" European Development Days. 30 September 2013. Web. 18 November 2013 <http://eudevdays.eu/news-views/no-sustainable-development-without-private-sector-%E2%80%94dfid-chief#.UmqHKZRgbuY>

## 2. How Is Support Being Disbursed?

In addition to looking at the themes and issues supported by these initiatives, we also sought to identify, based on publically available data, the mechanisms that these initiatives are using to distribute committed resources. Below is a description of the top five strategies used by the 170 initiatives mapped.

Figure 4: How Is Support Being Disbursed?



## 2.1 Training And Technical Assistance

The top strategies used by the mapped initiatives to implement their commitments to women and girls is training and technical assistance. This includes programs that focus on training women and girls to equip them with a particular skill or set of skills, or technical assistance that includes advice, assistance to maintain or implement a program. For example, the Cherie Blair Foundation together with Google Inc., London Business School, United Nations Development Programme (UNDP), U.S. Department of State, National Entrepreneurship Network and Clutterbuck Associates, started the Mentoring 1,000 Women Entrepreneurs initiative, committing USD 1,800,000 over two years, “targeting women small business owners to provide mentoring over the internet to equip women with business skills, technological expertise, access to capital, and an increase in confidence, with the aim of ultimately leading to improved business performance.”<sup>76</sup> During the last year the Foundation supported 400 women in 50 countries and found that “more than 40% were able to launch a new business or expand their current business after eight months of working with their mentor, 22% hired new employees and 25% gained new clients.”<sup>77</sup>

Other examples of training initiatives include the one year partnership between Fonkoze and Batey Relief Association that committed USD 205,600 to Workforce Development Training for 150 Women. The initiative focused on three major areas of capacity development: “i) leadership, gender-based violence and organizational strengthening; ii) workforce development through small-scale agriculture, trainings on marketing and retail, and cooperative sales practices; and iii) microcredit.”<sup>79</sup> “Over a one-year period, the 150 women engaged in sustainable economic and agricultural development initiatives that led to improvements in household income, better employment opportunities and access to trade markets.”<sup>80</sup>

**Despite [women’s] motivation and diligence, it was clear that many of the women entrepreneurs struggled to grow their businesses because of the number of structural and cultural barriers that they face. Many lacked the business management skills, the networks and access to capital needed to expand. And there was a huge gap in the technology at their disposal, technology that could solve many of their problems, enable them to take their businesses to the next level, increase their profits, hire more employees and contribute to their economies. This seemed to me like a sad waste of potential, and I wanted to do something about it. The issues that we come across most frequently in the programme are lack of confidence, insufficient training and lack of access to markets and capital.**

– Cherie Blair, Founder of the Cherie Blair Foundation<sup>78</sup>

## 2.2 In Kind Services And Contributions

In-kind contributions refer to goods or services that an initiative provides the intended beneficiaries, as distinct from a cash payment or grant. For example, initiatives such as 10x10, discussed above, allow individuals to donate goats, chickens and other livestock.

Merrill Lynch and Company Foundation, Inc. donated to the Worldwide Fistula Fund (WFF) — both direct funding as well as in-kind support in the form of research, program development and advisory services to raise an additional USD 4.3 million required for the WFF Center’s establishment and operation over five years. As a result, WFF raised USD 177,000 in additional funding and completed the initial upgrade of the center.<sup>81</sup> Another example, tied to Every Women, Every Child is the initiative led by Vestergaard Frandsen, a company that specializes in emergency response and disease control products, with the “UN, Kenyan Government, and local stakeholders ... to provide free products (LifeStraw Family water filters) and services (education, training, repair, and replacement) to improve women’s and children’s health in Kenya’s Western Province.”<sup>82</sup> They explain that over a 10 year period these donations of USD 30,000,000 will help to improve the health of more than 2 million women and 800,000 children who, as a result of using their products, will be less susceptible to waterborne diseases.<sup>83</sup>

## 2.3 Resourcing And Launching Their Own Initiatives

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Almost one-third of the 170 initiatives supporting women and girls that we examined chose to resource and launch their own independent efforts in the form of a new initiative, program, meeting or research that ultimately aimed to benefit women and girls in some way. We created this category of initiatives when we could not clearly identify a particular distribution mechanism (such as training, in-kind support, direct funding, etc.)

One example is the Global Girls Fund, launched by the World Association of Girl Guides and Girl Scouts. The Fund is an extension of their on-going work that also provides peer support and training. A similar organization based in the US called Girls for a Change creates programs to “inspire girls to have the voice, ability and problem solving capacity to speak up, be decision makers, create visionary change and realize their full potential.”<sup>84</sup> They have created over 100 Girl Action Teams to implement a social change project that will make a lasting change in their neighborhood, city or school, with over 25 corporate partners such as the Kimberly Clark Corporation, Microsoft, Yahoo, among others.<sup>85</sup> Another example is Women’s World Banking, which launched an online Global Center for Microfinance Leadership to bring best practices in leadership development and workforce diversity from the corporate sector to the microfinance industry.<sup>86</sup>

## 2.4 Microcredit / Microfinance

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Microcredit has been a popular — if much debated — strategy among many development institutions. Muhammad Yunus, who is largely credited with starting microcredit with the Grameen Bank, believes that “loans offer people the opportunity to take initiatives in business or agriculture to make earnings that enable them to pay off debt and work their way out of poverty”.<sup>87</sup> The UK development secretary, Andrew Mitchell, said “getting more people involved in micro-financial and microcredit services is something we recognise as being enormously important,” further arguing “for economic development and wealth creation as ‘the engine of development, not the enemy of it’.”<sup>88</sup>

An example of an initiative that focuses on loans through microcredit and microfinance includes one organized by the Brazilian bank, Itaú Unibanco, which provides access to tailored financial products and services to 1,500 women-owned small and medium enterprises (SMEs) in Brazil, with the objective of increasing their revenues and expanding job creation.<sup>89</sup> “With financial support from the InterAmerican Development Bank Group totaling USD 550,000,<sup>90</sup> Itaú Unibanco is designing a new loan access process for women-led SMEs that incorporates measures of the entrepreneurs’ attributes and personalities, not only their credit history and collateral.”<sup>91</sup> They are also aiming to link this program to the Goldman Sachs Foundation’s 10,000 Women Program to provide a “dealflow” that is, program graduates to feed into the implementation of this project.<sup>92</sup>



## 2.5 Direct Funding To NGOs (Other Than Women's Organizations) Who Support Issues For Women And Girls

Considering our particular interest in understanding the impact of these initiatives on women's organizations, we distinguished between those that directly support women's organizations and others that support NGOs who work on issues for women and girls. We found that 12% of initiatives focused on direct funding to NGOs or INGOS who did not self identify as women's organizations but had programs focused on women. This is compared to 9% of cases that provide direct funding for women's organizations. An example of the former type of support is the corporate support by such donors such as BIRKS, UNIGLOBE Western Travel and Danier Leather directly support Plan International's Because I am a Girl, which is a "global initiative to break the cycle of poverty and gender discrimination."<sup>93</sup> In 2012 alone, Because I am a Girl listed expenditures (including development programs related to this Campaign) of over USD 96,000,000.<sup>94</sup>

In another example, USAID, Conrad N. Hilton Foundation, WaterAid, Desert Research Institute, Living Water International, Water4 Foundation, and Cascade Designs supported World Vision to undertake a program called, Girls, Women & Water: Ensuring Gender Equity through World Vision's WASH program. The aim of this initiative is to increase sustainable access to safe water, adequate sanitation, and hygiene solutions for 6.6 million people across ten African countries through the expansion of community water development programs.<sup>95</sup> World Vision explains that "increased access to safe water, means more opportunities, especially for women, to engage in economic activities."<sup>96</sup> Detailed financial records for the amount raised through Girls, Women & Water: Ensuring Gender Equity through World Vision's WASH are not publically available.

- <sup>76</sup> Cherie Blair Foundation “Annual Review 2012” 2012. Web. 18 November 2013  
<http://www.cherieblairfoundation.org/wp-content/uploads/2013/06/2012-Annual-Review.pdf>
- <sup>77</sup> Ibid.
- <sup>78</sup> Clinton Global Initiative, “Five Questions with Cherie Blair, Founder of the Cherie Blair Foundation for Women,” 27 March 2013. Web. 13 November 2013. <http://www.clintonglobalinitiative.org/blog/?title=five-questions-with-cherie-blair-founder-of-the-cherie-blair-foundation-for-women>
- <sup>79</sup> Clinton Global Initiative. “Workforce Development Training For 150 Haitian Women” n.d. Web. 13 November 2013 <http://get.cgilink.org/v/c/732106>
- <sup>80</sup> Haiti Innovation. “Batey Relief Alliance Expands to Haiti” 10 March 2009. Web. 18 November 2013. <http://haitiinnovation.org/en/2009/03/11/batey-relief-alliance-expands-haiti>
- <sup>81</sup> Clinton Global Initiative, “Worldwide Fistula Fund Model Surgery and Training Center, 2008,” n.d. Web. 13 November 2013. <http://get.cgilink.org/v/c/300201>
- <sup>82</sup> United Nations Sustainable Development Knowledge Platform. “Vestergaard Frandsen commits support to the UN Secretary-General’s Every Woman Every Child effort to improve women’s and children’s health” n.d. Web. 18 November 18, 2013  
<http://sustainabledevelopment.un.org/index.php?page=view&type=1006&menu=1348&nr=1239>
- <sup>83</sup> Ibid.
- <sup>84</sup> Girls for a Change. “About Us” n.d. Web. 18 November 2013. <http://www.girlsforachange.org/who/index.htm>
- <sup>85</sup> Girls for a Change. “Team Projects” n.d. Web. 18 November 2013. [http://www.girlsforachange.org/what/team\\_projects.htm](http://www.girlsforachange.org/what/team_projects.htm)
- <sup>86</sup> Women’s World Banking, “Programs” n.d. Web. 18 November 2012  
<http://www.womensworldbanking.org/leadership/programs/>
- <sup>87</sup> “Microcredit and Grameen Bank” *New Internationalist*. n.d. Web. 18 November 2013.  
<http://newint.org/books/reference/world-development/case-studies/poverty-microcredit-grameen-bank/>
- <sup>88</sup> “Is Microfinance an Engine of Development? Finca Says Yes” *The Guardian* (Poverty Matters Blog) n.d. Web. 18 November 2013. <http://www.theguardian.com/global-development/poverty-matters/2012/mar/28/microfinance-engine-of-development-says-finca>
- <sup>89</sup> Inter-American Development Bank. “Power Conference Promotes New Initiatives for Working Women and Women Entrepreneurs” 16 October 2012. Web. 18 November 2013. <http://www.iadb.org/en/news/news-releases/2012-10-16/promoting-gender-equality-in-the-workforce,10167.html>
- <sup>90</sup> Inter-American Development Bank. “BR-M1116 : Accompanying the Business Evolution of Women-led SMEs: Itaú Unibanco” n.d. Web. 18 November 2013  
<http://www.iadb.org/en/projects/project-description-title,1303.html?id=BR-M1116>
- <sup>91</sup> Inter-American Development Bank. “Power Conference Promotes New Initiatives for Working Women and Women Entrepreneurs” 16 October 2012. Web. 18 November 2013. <http://www.iadb.org/en/news/news-releases/2012-10-16/promoting-gender-equality-in-the-workforce,10167.html>
- <sup>92</sup> Inter-American Development Bank. “BR-M1116 : Accompanying the Business Evolution of Women-led SMEs: Itaú Unibanco” n.d. Web. 18 November 2013  
<http://www.iadb.org/en/projects/project-description-title,1303.html?id=BR-M1116>
- <sup>93</sup> Because I am a Girl. “About Plan Canada” n.d. Web. 18 November 2013.  
<http://becauseiamagirl.ca/about-Plan-Canada>
- <sup>94</sup> Plan Canada “Plan Worldwide Annual Review and Combined Financial Statements 2012” 30 June 2012. Web. 18 November 2013.  
<http://plancanada.ca/downloads/financials/2012-PlanGlobalAnnualReviewandAccounts.pdf>  
 The amount dedicated to Because I am a Girl was 71 million Euros. For the purposes of this paper, this amount was converted to USD 96 million, using the exchange rate 1 EUR = 1.35 USD.
- <sup>95</sup> World Vision International. “Water, Sanitation and Hygiene (WASH) World Vision Fact Sheet” 2012. Web. 18 November 2013. <http://www.wvi.org/water-sanitation-hygiene/publication/world-vision-wash-programs>
- <sup>96</sup> World Vision International. “Impact of WASH on Women” n.d. Web. 18 November 2013.  
<http://wvi.org/water-sanitation-hygiene/impact-wash-women>

## 3. Examples Of Partnerships Involving Women's Organizations And Funds

The case studies below reflect partnerships between actors in the corporate sector and women's organizations and funds. They are illustrative of the potential for collaboration and partnership. For more information on finding opportunities for new conversations please see section 4.2 in this report.

### 3.1 Chime For Change: Catapult And Gucci

The partnership between Catapult, an innovative crowdfunding platform encouraging citizen philanthropy for girls and women, Gucci, a fashion house with a long history of engagement with girls' and women's issues, and singer Beyonce Knowles-Carter, actress Salma Hayek-Pinault, and Gucci creative director Frida Giannini resulted in the global campaign for girls' and women's empowerment called 'Chime for Change.'

The campaign serves to convene, unite and strengthen the voices speaking out for girls and women around the world, focusing on three key areas: Education, Health and Justice. In 2013, the campaign centered primarily on the concert, "The Sound of Change Live," in London, UK (June 2013), underwritten by Gucci.<sup>97</sup> The funds raised went directly to projects by women's organizations on Catapult's site. Concert goers and citizens donating to the cause could select the projects they wished to support. The concert raised USD 3.9 million (after VAT), in direct support of 210 projects in 81 countries.

As Maz Kessler, Founder of Catapult, explains, "big movements grab headlines, but there is often a gap between awareness and tangible action. Catapult was created as a solution to that problem. We connect people who care about gender justice to hard-working organizations that advance the lives of girls and women."<sup>98</sup> From Gucci's perspective, they recognized the opportunity for a global brand to facilitate a coalition of individuals and organizations to amplify these stories and effect real change.<sup>99</sup> Chime for Change writes that "this is a great example of how innovative collaborations can work, and how real and measureable results can be achieved for girls and women when similar values are shared – and acted upon."<sup>100</sup>

## 3.2 Fundo Elas And Chevron

When Chevron wanted to work in communities of Brazil, they approached Fundo ELAS, the Brazilian Women’s Fund, to explore a partnership working with women’s groups. “In Brazil, where nearly 30 percent of households are headed by women, investing in them was the natural choice,” says Lia Blower, head of Policy, Government and Public Affairs for Chevron Brazil.<sup>101</sup>

Fundo ELAS, recognizing the challenges encountered with Chevron and indigenous people’s rights in Ecuador, and the fact that ELAS’ constituency was in large part comprised of indigenous women, decided to use the opportunity to educate and advise Chevron on new ways of thinking and working, by linking them directly to the women’s groups on the ground.

ELAS held four dialogues with 120 women in local communities to understand what their interests and needs were and the ways in which Chevron could support their work, while recognizing, and respecting, the local women’s autonomy, rights and power. As a result of these dialogues, Chevron directly invested in four local communities, in line with the priorities identified by the women, to support entrepreneurial activities led by women in the communities. These investments included a restaurant called Saborearte, a soap factory that uses recycled oil, an event and catering company, and a café/bar. “With the Saborearte launch, I feel like another woman – stronger and more cognizant of my role as an agent to transform my reality and lives of those around me,” said Jacqueline James, Saborearte’s current chef.<sup>102</sup>

### 3.3 Grassroots Girls Initiative: Global Fund For Women, Firelight Foundation, The Global Fund For Children, Mama Cash, American Jewish World Service And Empower, Together With The Nike Foundation


Many grassroots women's organizations carry lived experiences of adapting and scaling up innovative solutions to improve their lives and solve local development problems.<sup>103</sup> Understanding the important role that grassroots organizations play, six groups: Global Fund for Women, Firelight Foundation, The Global Fund for Children, Mama Cash, American Jewish World Service and Empower, partnered with the Nike Foundation to form the Grassroots Girls Initiative.

Launched in 2006, Grassroots Girls Initiative was the first donor consortium devoted exclusively to grassroots solutions for adolescent girls. These grantmaking organizations are empowering adolescent girls by supporting grassroots organizations in implementing programs, conducting advocacy, strengthening their organizational and programmatic capacities, and collaborating with other partners.<sup>104</sup> The Grassroots Girls Initiative has supported over 300 organizations since it began in 2006. The partners write that four essential characteristics in their programming have been key to their success including:

“Organizations need to have a **local sustained presence**, “to help build bridges between generations so that “graduates” from their programs can return to mentor and guide the next generation through similar challenges.

**Reaching the unreached**, that is, “grassroots organizations are able to identify the hardest-to-reach girls... while staff are positioned to know how to find those girls who are hidden and socially isolated from public places and can build linkages with them with trust and credibility.

All organizations that are supported need to have **innovative, locally designed solutions**. Grassroots girls and women know their needs and priorities and can create solutions to address them, while “making changes to their strategy and focus based on the needs at hand.



**Community-wide approach.** “Grassroots organizations are able to understand and deal with the broad spectrum of actors and complexities that shape the environment in which girls operate. Rather than compartmentalizing their approaches, grassroots organizations instead employ comprehensive programming in response to girls’ multifaceted needs.”<sup>105</sup>

As a GFW brief on the program states, “by supporting grassroots organizations with robust, dedicated programming for adolescent girls, entire communities are given a new way to create their own path away from endemic poverty.”<sup>106</sup>

### 3.4 Levi Strauss & Co And Levi Strauss Foundation

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Long before corporate social responsibility came into vogue, the Levi Strauss Foundation (LSF) was championing the mantra “responsibility to the communities in which we do business.”<sup>107</sup> Daniel Lee, President of the Foundation explains, “It’s in our mission and our DNA to be pioneering change agents. Our goal as a foundation is to take the pioneering character and spirit of Levi Strauss and bring these to bear in our communities.”<sup>108</sup>

In 1982, the LSF became the first U.S. corporate foundation to address the HIV and AIDS epidemic. Since then, they have contributed approximately “USD 45 million to HIV/AIDS service organizations in more than 40 countries.”<sup>109</sup> Lee explains, “We feel it’s very important that corporations and corporate foundations meaningfully take on social change. That means staying the course and embracing a long-term commitment.”<sup>110</sup>

Another area on which LSF and Levi Strauss have focused is their work on labour rights. “In 1991, [LSF] became the first multinational apparel company to establish a comprehensive workplace code of conduct for its manufacturing suppliers.”<sup>111</sup> In 2012, they announced their intent to follow a different approach by building on the standards they created to help improve the lives of workers in factories around the world. They explain that “by providing grants through LSF, we seek to ensure that workers have the training and tools they need to stay healthy outside the workplace, reducing absenteeism and lost wages and increasing productivity.”<sup>112</sup>

LSF has awarded over 270 grants since 2010, including to women’s organizations and women’s funds. AWID itself has been a grantee of LSF, as have the African Women’s Development Fund, and the Global Fund for Women, to name a few.

- <sup>97</sup> Chime for Change. "About" n.d. Web. 6 December 2013. <http://www.chimeforchange.org/about>
- <sup>98</sup> Ibid.
- <sup>99</sup> Catapult. "Chime for Change," n.d 13 August, 2013. Web. 6 December 2013. <http://www.catapult.org/>
- <sup>100</sup> "Celebrate Success! 210 Projects Funded in 81 Countries," Women Deliver Email. 22 July, 2013.
- <sup>101</sup> "We're Helping to Empower Women in Brazil" Chevron Facebook page 5 July 2011. Web. 6 December 2013. <https://www.facebook.com/notes/chevron/were-helping-to-empower-women-in-brazil/10150231128740186>
- <sup>102</sup> Ibid.
- <sup>103</sup> Holden, Lydia "Grassroots Girls Solutions." Global Fund for Women. 12 August, 2013. Web. 6 December 2013. [http://www.globalfundforwomen.org/storage/documents/impact/Grassroots\\_Girls\\_Solutions.pdf](http://www.globalfundforwomen.org/storage/documents/impact/Grassroots_Girls_Solutions.pdf)
- <sup>104</sup> AJWS, "The Girl Effect." 12 August, 2013 Web. 6 December 2013. [http://ajws.org/where\\_we\\_work/the\\_girl\\_effect.html](http://ajws.org/where_we_work/the_girl_effect.html)
- <sup>105</sup> Holden, Lydia, Global Fund for Women. "Grassroots Girls Solutions." 12 August, 2013. Web. 6 December 2013. [http://www.globalfundforwomen.org/storage/documents/impact/Grassroots\\_Girls\\_Solutions.pdf](http://www.globalfundforwomen.org/storage/documents/impact/Grassroots_Girls_Solutions.pdf)
- <sup>106</sup> Ibid.
- <sup>107</sup> Levi Strauss Foundation, "Why we do what we do." n.d. Web. 6 December 2013. <http://levistrauss.com/blogs/why-we-do-what-we-do>
- <sup>108</sup> Levi Strauss & Co. "Annual Report 2009". June 1, 2010. Web. 13 August, 2013 <http://www.levistrauss.com/sites/levistrauss.com/files/librarydocument/2010/6/lvisf2009arc.pdf>
- <sup>109</sup> Levi Strauss & Co. "Issues we support." n.d. Web. 13 August, 2013. <http://www.levistrauss.com/about/foundations/levi-strauss-foundation/issues-we-support>
- <sup>110</sup> Levi Strauss & Co. Annual Report 2009. June 1, 2010. Web. 13 August, 2013 <http://www.levistrauss.com/sites/levistrauss.com/files/librarydocument/2010/6/lvisf2009arc.pdf>
- <sup>111</sup> Levi Strauss & Co. and Ceres, "Improving workers well-being: A new approach to supply chain management." n.d. Web. 13 August, 2013. <http://levistrauss.com/sites/default/files/librarydocument/2012/4/ceres-lsco-whitepaper-2012-04-17.pdf>
- <sup>112</sup> Levi Strauss & Co. "Worker Rights." n.d. Web. 13 August, 2013. <http://www.levistrauss.com/sustainability/people/worker-rights>



## 4. Current Challenges And Opportunities For Leveraging Resources For Women's Rights Organizing

AWID is committed to working with other women's rights organizations to further understand and critically engage with these new actors in the belief that we have reached a tipping point. Among the new actors, there is some recognition that focusing on the needs and capacities of one half of the population is essential both to "doing business" and to solving global social and economic problems. Although "women and girls" may prove to be a passing fad for many, it seems likely that expanded private sector involvement in development financing and philanthropy will be a lasting trend that will have an important impact on the financial sustainability of women's rights organizations into the future. Corporate and other new actors are exercising significant influence in setting funding agendas and priorities. Among many traditional donors, they are seen as important potential partners, able to catalyze new resources and approaches to the work.


Given this landscape, it is a trend that is vital for women's rights organizations to understand and influence. The current outpouring of interest from actors relatively new to supporting women and girls has been met with some degree of cynicism by many women's rights organizations who dismiss these efforts as simplistic charity (at best) or attempts to 'pink-wash' negative corporate practices (at worst). Even some actors within this field recognize the contradictions that this moment holds. Peter Buffett of the NoVo Foundation, which has USD 2 billion in assets for women and girls, describes the current funding landscape as "Philanthropic Colonialism":

"Inside any important philanthropy meeting, you witness heads of state meeting with investment managers and corporate leaders. All are searching for answers with their right hand to problems that others in the room have created with their left. ... As more lives and communities are destroyed by the system that creates vast amounts of wealth for the few, the more heroic it sounds to 'give back' ... But this just keeps the existing structure of inequality in place. The rich sleep better at night, while others get just enough to keep the pot from boiling over."<sup>13</sup>

At a time of tremendous crisis and backlash against hard-won women's rights gains in many parts of the world, resources to counter these shifts are urgently needed. Yet clearly an economic justice lens must go hand in hand with any financing strategy for women and girls. This initial mapping provides some illustration of the diversity of actors and initiatives involved, as well as the range of work being carried out. Understanding this diversity can help women's rights organizations move beyond a monolithic critique or simple "us versus them dynamic" to inform careful, critical engagement to influence the agendas and approaches of these actors.

**We [as women's rights organizations] have to learn to talk to the other side and develop allies, while respecting our authenticity [and] values...**

– Lydia Alpizar



Below we offer some analysis of the mapping findings, drawing on the data presented above, as well as a range of interviews conducted with individuals knowledgeable of this sector and trend. This analysis highlights what seem to be three principle challenges or dimensions of many of these initiatives that could be strengthened from a women's rights lens if, indeed, these efforts seek to generate deep, transformative and long lasting change in the lives of women and girls. Next, we offer considerations for how to build on the opportunities that these trends open for new kinds of partnerships.

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## 4.1 The Challenges

### 4.1.1 A Focus On The Individual

Many of the initiatives included in the mapping focused on reaching individual beneficiaries, for example: scholarships for girls, business training for women, and access to medical services. Often, the narrative behind these efforts sounds somewhat 'utilitarian', emphasizing how providing an individual with a particular opportunity or resource will catalyze broader change in their schools or communities. Although this makes sense from a "return on investment" perspective, many women's rights groups question the implicit message of such individualized approaches that both overlook intrinsic human dignity (women and girls as individuals worthy of rights in and of themselves) as well as the structural or systemic factors beyond an individual's control that are impacting on her life and the problems she faces. For example, in the case of women's health, programs that build clinics or increase pre-natal care are valuable, but without considering larger realities of budget cuts in public health systems, and the rolling back of legislative gains and international agreements regarding women's reproductive and sexual health and rights, their gains may be fleeting.

It is precisely because of the systemic challenges to women's empowerment that connecting individual supports to a collective process is particularly crucial. Programs that seek to both empower women and facilitate supportive collective processes to ensure they can actually control the gains experienced, are more likely to demonstrate greater lasting success and transformative potential. Otherwise individual gains are too easily undone in an unsupportive context.



Interestingly, several of these initiatives speak of creating “movements” — generally a “movement” of on-line supporters or donors who manifest their support for the particular cause, issue, or population. This tendency underlines lack of knowledge about the existing social movements (including women’s movements) related to this work, as well as the active role of the beneficiaries in designing the programs that affect them. The interest in building movements is also somewhat inconsistent with, what many women’s organizations notice, a shift away from movement-building strategies (support for networking, relationship and awareness-building, constituency organizing, etc.) by many funders. It is exciting that these new initiatives may be mobilizing people who have not previously been aware of or engaged in efforts to support women and girls, but if there is a genuine interest in supporting and developing movements, it is critical that newer initiatives also seek out and join efforts with existing movements. These connections seem critical to inform effective strategies from past experience and learnings. For example, one recent independent study on strategies to combat violence against women found that across 70 countries “the autonomous mobilization of feminists in domestic and transnational contexts — not leftist parties, women in government, or national wealth — is the critical factor accounting for policy change. The impact of global norms on domestic policy making is conditional on the presence of feminist movements in domestic contexts, pointing to the importance of ongoing activism and a vibrant civil society.”<sup>14</sup>

## 4.1.2 A Narrow Issue-Focus

An important contribution of the human rights framework is clarity regarding the indivisibility and interdependence of rights; that is, for example, one’s ability to enjoy the right to security of person will impact and be impacted by the right to education and neither is more or less important. This is a crucial consideration that also speaks to the interconnectedness of root causes linked to gender inequality.

Many of the ‘new initiatives’ focus on a particular problem or issue—access to education, livelihoods, etc. — and in some cases, a very narrow slice of that issue, such as a focus on contraception within the broader umbrella of sexual and reproductive health and rights. While no one initiative can do everything, what is concerning is that without attempting to make the relevant linkages, these interventions may not have the intended impacts, precisely because they have overlooked the interplay of other factors on the problems being addressed. At the same time, some of these initiatives use a one-dimensional cause-effect narrative to market themselves and generate support: e.g. help a woman start a business and her whole community will be better off; that can both generate false expectations and overlook potential backlash or repercussions. The lack of a broader rights perspective on the issues being addressed may thus hinder the achievement of the desired objectives.

For example, many microfinance programs do not address the fact that men and social norms still exert significant control over the lives and livelihoods of women. In India, for instance, there are now widespread reports of increased violence against women beneficiaries of micro-credit projects (because men cannot get access to small loans). There are also stories of women committing suicide linked to the growing pressure of their indebtedness, caused by increased hours of work to meet loan repayments, while still maintaining their other gendered roles (childcare, housework, care of the aged).<sup>115</sup> Related to education, without dismantling the widely prevalent division of labour – especially of household and care work – based on gender, higher absenteeism and dropout rates of girls from school will continue, since they are the ones who are pulled out of school to do household chores, and care for the young, sick or elderly family members. In the words of Theo Sowa, Executive Director of the African Women’s Development Fund, “By focusing on one aspect of education such as scholarships, it won’t be beneficial if the legislation isn’t being looked at, if the school system is failing girls, and they are subject to violence and without toilets.”

Finally, it is also understandable that many of the new initiatives relate to what might be called the “comfort zone” of the actors involved — that is, supporting women entrepreneurs, increasing women in supply chains, or providing women training or services in communities where the corporation has a factory or other kind of presence. But for these efforts to have a broader impact on the lives of women and girls, reaching out and making connections to related efforts is also key to building a more comprehensive picture of the realities of those entrepreneurs and communities.

### 4.1.3 Women’s Rights Organizations Not On The Radar

As the world speaks of the power of ‘investing in women’, the experiences and perspectives of the organizations that have historically been closest to transforming the position of women and girls in societies should be a major force shaping this discourse. Yet only 27% of the 170 initiatives supporting women and girls engaged women’s organizations as partners, and only 9% directly funded them (compared to almost one-third of the initiatives that launched their own independent efforts). This signals a lost opportunity to connect with, and benefit from, the history, diverse experiences, and insights of women’s organizations that have been doing related work around the world for decades. At the same time, there is a parallel trend of increasing mistrust in the NGO sector. A recently published survey found that, of 1000 CEOs only 15% thought that NGOs were key stakeholders in sustaining development, down from 27% in 2007.<sup>116</sup>

In many cases, relationships between women’s rights organizations and the new actors supporting women and girls simply do not exist. So when new programs are launched, the ‘go-to’ experts are more likely to be professional consulting firms or large international development organizations with name recognition and experience working at a large scale. However, not learning first from those who have been doing this work for many years may not only have limited results, but also be counter-productive.<sup>117</sup> Involving local stakeholders — particularly the women and girls who are beneficiaries of these initiatives, but also including the women’s organizations that have been active in the respective communities — in program design and implementation can contribute to more effective, impactful work as well as avoid ‘reinventing the wheel’. At the same time, such collaborations can expand local capacity development and partnership, to further strengthen existing work and organizations.

**“Supporting women’s rights organisations... to make change and build strong and inclusive social movements is the most effective mechanism for ensuring sustainable change in the lives of women and girls. UK Department for International Development”<sup>118</sup>**

## Why Do Women's Rights Organizations Matter?

Women's rights organizations and movements have made significant headway in challenging gender discrimination and inequality. Some of their successes include<sup>119</sup>:

- Raising women's visibility and voice: expanding social awareness of gender discrimination and inequality, and breaking cultures of silence around domestic violence, rape, sexuality, etc.;
- Exposing the nature of gender discrimination: building research and conceptual frameworks speaking to the gender division of labour or dynamics of violence against women, analyzing the institutionalized nature of gender inequality (women's access to resources, political participation, etc.), and showing how women 'count' (contributions to the economy, valuing social reproduction and care roles, etc.);
- Advancing formal equality: campaigns to remove discriminatory laws or put in place new laws and policies, enhancing representation of women in diverse decision-making spaces;
- Creating and engendering norm structures: Beijing Platform for Action, Convention to Eliminate All Forms of Discrimination Against Women (CEDAW) and engendering environment, human rights, economic justice and other debates and norm structures;
- Creating new mechanisms and institutions for women: such as UN Women, Security Council Resolution 1325, national women's commissions, women's police stations, quotas for women, etc.;
- Organizing and empowering women at multiple levels: working from local to global levels, supporting diverse women to organize as a powerful constituency.


## 4.2 Finding Opportunities For New Conversations

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Without stronger efforts from women's rights activists to inform and influence this trend, it will continue to take directions that minimize the historic role and value of women's rights movements and collective action and mobilization for human rights. There are women's rights allies among some of the new actors, who are eager to build relationships with activists to collaboratively build a strong case for addressing some of the challenges discussed above, and continuing to expand supports for women and girls.

Below are suggested considerations, in light of what we have learned from this mapping, that we hope women's rights organizations can use to assess opportunities to engage and potentially partner with new actors. Where these conditions exist, we think there is likely a genuine opening for meaningful collaboration and joint learning.

**Compatibility of purpose:** The top five themes reflected in these initiatives echo dominant development priorities, and can certainly be embraced as important areas for further work and attention—indeed they are areas of focus for many women's rights organizations as well. However, a deeper sense of the real opportunity for collaboration requires further clarity as to the ultimate objective of these initiatives. Are the actors involved content simply with successful project implementation? Alleviating an individual situation? Are they interested in contributing to broader structural changes to diminish the recurrence of some of these problems? The real opportunity for meaningful, catalytic partnerships between new actors and women's rights organizations will most likely lie in making the connections among these objectives, allowing both sides to learn from one another. If women's rights organizations are clear on their non-negotiables for engagement, they can inform decisions about the extent to which shared purpose exists and presents and opportunity for useful collaboration.




**Room for negotiation:** As some of the examples show, collaboration between women’s rights organizations and corporate sector actors have usefully advanced the interests of both sides. These successes have tended to emerge from dialogue to shape the collaboration—without one side being the ‘implementer’ of another’s project. In a funding landscape where many women’s rights organizations say it is increasingly difficult to convince donors to support crucial work linked to networking, convening, rapid response to emerging crises, and communications, space to negotiate ‘what matters’ and ‘what works’ is key.

**Collective engagement, allowing for diverse roles:** It is important for women’s rights organizations, women’s funds and other allies to find ways of navigating this terrain collaboratively, with a view to opening space for others and ‘expanding the pie’ of available resources (not benefiting just individual organizations). At the same time, not all women’s rights organizations are well-positioned to engage with new actors. This is why collaborative resource mobilization and a role for strategic intermediaries like women’s funds and larger women’s rights organizations are key. It is the collective responsibility of those groups with access to speak to and reflect the diversity of women’s rights organizing, as well as to share relevant information and analysis that can be useful for other women’s organizations seeking to understand and engage with this trend and actors. And while some groups may not be in a position to receive support directly from the new actors, the re-granting roles played by women’s funds and others can be very useful for channeling some of these resources.

**A coherent approach:** Labour unions and labour rights activists have been critically engaging the corporate sector for decades. If women’s rights activists are to venture into this somewhat unknown territory, it is crucial to do so in a way that is as well-informed as possible by the on-going work and activism of labour rights allies. For example, lauding a company for an initiative to counter violence against women while that same company is under active scrutiny or focus of campaigns against inadequate employee compensation or dangerous working conditions is incoherent with a commitment to human rights.





**Mutual respect:** Ask corporate sector actors what they know of feminist or women’s rights activists. Then ask feminists what they know of the corporate sector. Unhelpful stereotypes abound on both sides — and how could they not given the limited interaction between these two ‘worlds’. AWID’s experience in this mapping and related research to date has introduced us to an array of women (and men) from the corporate sector and other new actors who are genuinely interested and committed to meaningfully support women and girls’ empowerment. It would seem that more attention needs to be given to cultivating partnerships and relationships with such individuals; learning about their realities and constraints and also helping them understand more about the realities and priorities of diverse women’s rights organizations. Spaces for such engagement are not only at a global level – related national level fora exist as well, such as GIFE (Group of Institutes, Foundations and Businesses) in Brazil. Linked to the notion of respect is also an understanding and recognition that these groups speak different languages. The new actors may not be familiar with rights discourse or some of the jargon common to women’s rights. Women’s organizations are often uncomfortable with the ‘return on investment’ language common from corporate sector actors. Allowing time and space to learn each other’s language (and the intention behind it) is important for forging partnerships. At the same time, recognizing some of these differences is critical to inform compelling strategies to communicate the role and work of women’s rights organizations.

### 4.3 Next Steps

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AWID's hope is that the preliminary information provided in this mapping can be used to inform further thinking and strategizing among women's rights organizations around how to engage and respond to this trend. What this research has made clear to us is that the complex panorama of new actors and new resources for women and girls defies simplistic categorizations. The fact that stronger corporate sector involvement in development is likely a lasting trend, tells us that it is important to explore the nuances of this landscape to find potential allies and assess real opportunities for influencing these actors in ways that are consistent with women's rights agendas.

We may find that possibilities for genuine collaboration with new actors are limited, but this mapping has only begun to scratch the surface of this trend. There is much more information to gather and analysis to develop to more fully understand the scope and impact of the work of the 'new money and new actors' in the landscape. This includes monitoring the actual implementation of some of these initiatives and examining their impacts, as well as digging deeper below the surface of publicly available information to learn more about the priorities and considerations driving these initiatives.

AWID, with partners like Mama Cash, is committed to work with our allies to create spaces for further dialogue and reflection among women's rights organizations, and between women's rights groups and some of the 'new actors,' to strategize around the possibilities for collaborating and influencing these and other emerging initiatives focused on women and girls. Where possible, we hope to see additional explicit support from some of these actors to women's rights organizations as a result.

Finally, it seems crucial that more and more women's rights advocates and organizations engage in relevant agenda setting spaces and debates, expanding the ways in which 'women's issues' and 'women and girls' are portrayed. We hope to continue to work together with those interested in collaboratively leveraging resources for women's rights organizing, advancing women's rights and gender equality worldwide.

- <sup>113</sup> Buffett, Peter. "The Charitable Industrial Complex" *New York Times* 26 July 2013. Web. 6 December 2013. [http://www.nytimes.com/2013/07/27/opinion/the-charitable-industrial-complex.html?\\_r=0](http://www.nytimes.com/2013/07/27/opinion/the-charitable-industrial-complex.html?_r=0)
- <sup>114</sup> See Htun, M. and L. Weldon. 2012. "The Civic Origins of Progressive Policy Change: Combating Violence against Women in Global Perspective, 1975–2005". *American Political Science Review* 106: 548-569.
- <sup>115</sup> Parthasarathy, Kishore Soma, "Fact and Fiction: Examining Microcredit/ Microfinance From a Feminist Perspective," *AWID*, 30 December 2012, Web. 13 November 2013.
- <sup>116</sup> Smedley, Tim. "NGOs no longer set the agenda for development, say CEOs". *The Guardian*. <http://www.theguardian.com/global-development-professionals-network/2013/sep/20/ngos-no-longer-set-agenda-development>
- <sup>117</sup> The evaluation of the first phase of the Gates Foundation's HIV prevention projects in India demonstrated this clearly, that against the advice of long-time health activists, the project management was entrusted to a group of marketing executives, who had little understanding of the reality on the ground, and who put in place strategies that alienated the very focus groups they wished to reach.
- <sup>118</sup> DFID, "How To Note: A Theory of Change for Tackling Violence against Women and Girls" Gender and Development network. May 2012. Web. 6 december 2013. <http://www.gadnetwork.org.uk/the-violence-against-women/>
- <sup>119</sup> Batliwala, S. "How do we measure the Women's Movement's Success?" "Money and Movements", Queretaro, 2006. Presentation. For more on the impacts of women's rights organizations, see AWID's *Women Moving Mountains*, an aggregate analysis of the collective impact of the women's organizations and funds grantees of the EU 82 million Dutch MDG3 Fund.

# Glossary of Terms

## Academic Institution

Institute of higher education and think tanks.

## Corporate Sector Actor

Consisting of companies, corporations and equivalent for profit entities.

## Established Corporate Foundation

Corporate foundations that have been around for longer than 10 years, with a history of supporting women and girls.

## Established Private Foundation

A nongovernmental, non-profit organization with funds (usually from a single source, such as an individual, family or corporation) and program managed by its own trustees or directors, established to maintain charitable activities serving the common welfare, primarily through grantmaking. We refer to these as foundations that have been around for longer than 10 years, with a history of supporting women and girls.

## Individual Philanthropist

Person with significant wealth.

## INGOs

Large-scale non-governmental organization with offices and affiliates around the world that are not focused entirely on women's empowerment / rights.

## Microfinance Institution

Bank or other distributor of microcredit loans.

## Multilateral Agency

Intergovernmental institution which includes multilateral development banks (e.g. World Bank, regional development banks), United Nations agencies, and regional groupings (e.g. certain European Union and Arab agencies).

## NGOs (national or regional)

Registered 501(c)(3) charities, global associations and other not-for-profit non-governmental organizations that are not women's organizations as defined.

## Newer Corporate Foundation

Corporate foundations established in the last 10 years that are new to supporting women and girls. A corporate (company-sponsored) foundation is a corporate foundation that derives its grantmaking funds primarily from the contributions of a profit-making business. The company-sponsored foundation often maintains close ties with the donor company, but it is a separate, legal organization, sometimes with its own endowment, and is subject to the same rules and regulations as other corporate foundations.

## Newer Private Foundation

Established in the last 10 years private foundations that are new to supporting women and girls (often a family foundation). *\* It is important to distinguish among newer and more established foundations to better understand the trend of funding and who's involved.*

## Public/governmental Institution

Governmental entity or public service provider including bilateral agencies.

## Women's Organization

A not for profit organization that is primarily identified as a women's organization. These are women's organizations working at any level, for example national or international.



