



GLOBAL FUND
FOR WOMEN

**Daring to Lead:
A Bold Plan to Advance Women's Rights**

**A Strategic Plan Summary
June 2003**

What follows is a **summary** of the Global Fund for Women's full Strategic Plan.

For copies of the full Strategic Plan, please contact the Global Fund for Women at:

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Executive Summary

By focusing on women's human rights, providing grants with respect for and trust in women's abilities to set their own priorities and manage their own resources, and raising funds in an inclusive manner from a diversity of sources, the Global Fund for Women has demonstrated its ability to make a difference in the world. Now we have decided to be bolder in our work by advancing the women's movement over the next five years in ways that go beyond grantmaking.

To meet these bolder objectives, the Global Fund needs to adapt its structures and processes. This Strategic Plan clarifies the vision and values of the organization, outlines the goals and strategies to be pursued, and defines new directions and opportunities.

Executive Summary

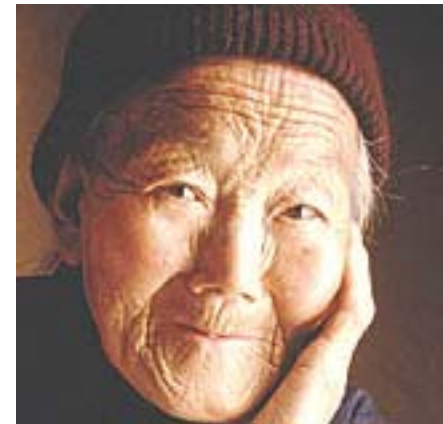
The guiding principle of this plan is to strengthen the infrastructure of the global women's movement by providing grants to support women's rights in order to give women voice and access to choices at all levels. The following actions are linked to this principle:

- Expand grantmaking to women's groups around the globe making special effort to address urgent challenges and reach under-served regions and populations
- Enable women's groups to strengthen their networks and build strategic alliances with policy organizations at local, regional and international levels
- Actively promote an alternative model of philanthropy that will increase financial support and build the capacity of individual women's funds
- Grow annual revenues and support by 8% per year from \$8.4 million to approximately \$12 million per year, while increasing annual grant awards by approximately 10% per year, from \$5 million to \$8 million over five years

Strategic Framework

The Global Fund has decided to be bolder in its work by advancing the women's movement over the next 5 years in ways that go beyond grantmaking

The philosophy underlying this strategic plan acknowledges that the Global Fund has been a trailblazer in the field of philanthropy for the past 15 years. By focusing on women's human rights, providing grants with respect for and trust in women's abilities to set their own priorities and manage their own resources, and raising funds in an inclusive manner from a diversity of sources, the Global Fund has demonstrated its ability to make a difference in the world.



Vision

A world in which all people live free from poverty, violence & injustice and in which the human rights of women are respected and realized

The Global Fund envisions a just, compassionate and equitable world in which all people, regardless of their gender, class, nationality, sexual orientation, physical ability, ethnicity, caste, or race may live free of poverty, violence, and all forms of discrimination. Each person and all peoples are guaranteed their fundamental human rights – civil, legal, political, as well as social, cultural, and economic. Women everywhere have a voice, have choices, and are able to realize their full potential within their societies.

In this world the few do not dictate to the many, nor do they control the majority of the world's resources. There are no first and third worlds – only one truly global world that is shared fairly by all. Democratic principles of equal opportunity, participation, diversity, and mutual respect define economic and political structures. Women are represented equally at all levels of decision making – private and public – from the family to international institutions.

The Global Fund believes an organization's structures and processes should reflect its principles. We are accountable to our grantees and our donors.

In the spring of 2001 the Global Fund began a strategic planning process to develop a clear vision of how the foundation will maintain and build upon its strengths as a unique leader in the women's movement for the coming three to five years. The process was directed by Global Fund Director/Chair of Strategic Planning and President of the WSEP Consulting Group, Connie Evans, with the assistance of Global Fund President and staff, members of the board of directors, and a few consultants. Through a series of surveys and interviews with board members, four strategic issues were identified: role of advisors, fundraising philosophy and practice (including donor advised funds), grantmaking philosophy and practice (including advocacy work) and the Global Fund's relationship to international women's funds. Global Fund staff established working groups around the four strategic issues, each led by a member of the Senior Management Team. Beginning in March 2002, the working groups analyzed data regarding the strengths, weaknesses, opportunities and threats within the broad context of the four issue areas. In May 2002, recommendations for goals, objectives and strategies were presented to the Global Fund Board for discussion. The process was expanded to include the participation of other stakeholders including grantees and advisors at a Global Fund-hosted meeting in Turkey, an international women's fund meeting in Ghana and with donors and representatives of peer organizations hosted in San Francisco and via telephone. These three meetings provided valuable and thoughtful feedback resulting in this strategic plan.

Our heartfelt thanks to everyone who has participated in this dynamic strategic planning process over the past two years.

Breakthroughs

Significantly advance the impact and effectiveness of the global women's movement, enabling women to participate in critical decisions affecting the world



Breakthroughs

- An ambitious and enhanced Women's Funds program that can provide both grants and technical support to an international network of women's funds
- Significant investments in a pro-active communications strategy that can more effectively raise the visibility, relevance and impact of women's rights groups and the global women's movement as a force for social change
- Participatory evaluation models that demonstrate the effectiveness of investments in women's organizations

Underlying Assumptions

Key assumptions resulting from the Global Fund's survey and analysis of external factors likely to affect our strategic goals and directions

- Increased interest and awareness among the U.S. public about international issues in general and women's rights in particular
- The U.S. has emerged as the leading international power, and the current Administration is pursuing an agenda that is consciously unilateralist and focused principally on expanding its military and economic dominance at the expense of any broader development goals
- The global women's movement offers an alternative vision of the world that we can create together -- a world that values diversity, is democratic and inclusive, and gives equal opportunity, voice and choice to all peoples, regardless of nationality, ethnicity, religion, or gender, age or sexual orientation
- The current moment offers a unique opportunity to strengthen and raise the visibility of the international women's movement through strategic use of new models in both philanthropy and advocacy
- Investing in international women's funds is one of the best ways to expand and share the Global Fund's inclusive and democratic model of philanthropy
- The Global Fund must be prepared to cope with the repercussions of an economic downturn or recession in the U.S.

Strategic Objectives

Building on our unique strength as a philanthropic leader, the Global Fund will:

1. Further expand our program of innovative grantmaking to seed, strengthen and link women's groups around the world
2. Actively promote an alternative model of philanthropy that brings together grantees and donors working as equal partners in a global network
3. Raise the visibility, role and impact of the global women's movement through a proactive communications strategy, leveraging local and global expertise, actively seeking out and developing relationships with peers and studying and documenting lessons learned

Objective One

Seed, strengthen and link women's rights groups around the globe

Strategies:

- Increase total annual grants awarded from \$5 million in FY02/03 to \$8 million in FY07/08
- Expand grantmaking to women's groups around the globe making special effort to address urgent challenges and reach under-served regions and populations
- Enable women's groups to strengthen their networks and build strategic alliances with policy organizations at local, regional and international levels
- Enhance the ability of women's groups to influence key policies that affect the health and well being of their communities and the world
- Launch a three year initiative to significantly expand grantmaking and strengthen our advisory network in the Middle East and North Africa
- Supplement annual grants budget with the "Now or Never Fund" that can generate an additional \$2 million in grants per year in areas of critical need
- Prioritize and track grants awarded to groups advancing policy around issues of critical importance to women's human rights
- Invest in more multi-year grants to build capacity and advance policy goals

Objective Two

Promote an alternative model of philanthropy

Philosophy:

- The Global Fund for Women views philanthropy as an opportunity and responsibility for all those committed to social justice. We trust and respect our donors to give generously and according to their capacity as we trust and respect our grantees to use and allocate resources wisely. We value the supporters and grantees of the Global Fund as a network of equal partners.

Strategies:

- Enhance and expand the Women's Funds Program to increase financial support through grants and build the capacity of individual women's funds through technical assistance, targeting an international network of women's funds
- Actively pursue opportunities to educate and influence peers in the field of philanthropy and develop and strengthen partnerships with corporate donors
- Model the value of donors and grantees working as equal partners in a global network for social change

Objective Three

Raise the visibility, role and impact of the global women's movement

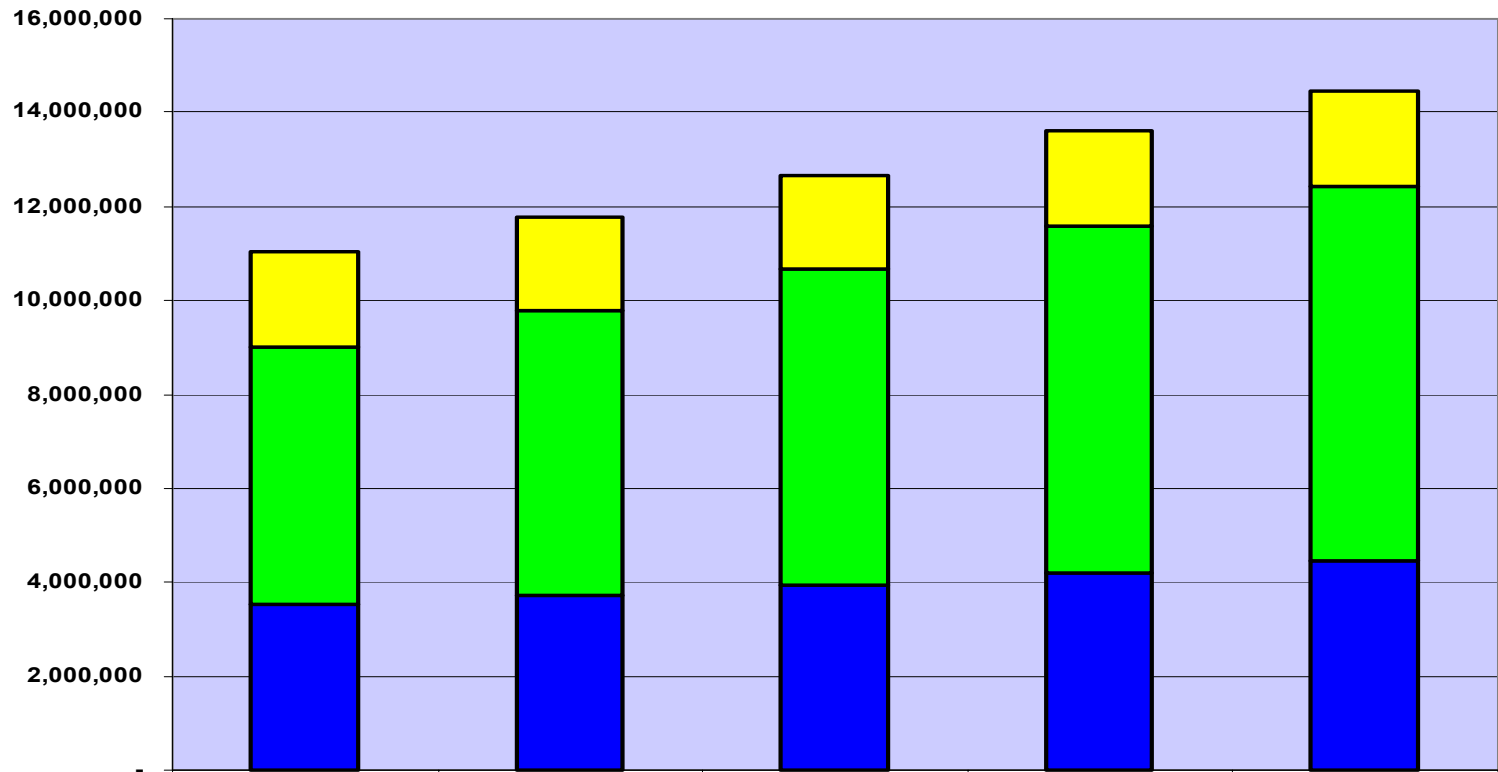
Rationale:

- To guarantee that women's voices are heard at local, regional, national and international levels, and to ensure that their strategies for change are understood and integrated into decision-making at all levels.

Strategies:

- Invest significantly in a proactive and sustained communication strategy to share stories, lessons and achievements of women's organizations worldwide
- Expand level of engagement with international Advisory network to ensure that women's voices are heard in their own countries and in the U.S.
- Engage with peer organizations in the U.S. and overseas to ensure that women's voices are heard and heeded on critical policy issues
- Effectively document the impact and outcomes of women's organizations on issues of concern to the world using participatory evaluation and assessment tools

Five Year Financial Growth Projections



	1	2	3	4	5
Now or Never Grants	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Annual Grants	5,500,000	6,050,000	6,700,000	7,400,000	8,000,000
Operating Expenses	3,520,000	3,725,500	3,950,000	4,200,000	4,450,000

Mission Statement

Our mission is to advance the human rights of women by providing funds to seed, strengthen and link women's rights groups around the world. Our core activities – the raising of resources and their redistribution – bring together individuals and organizations in an international network dedicated to peace and social justice.

Our mission, combined with our strategic five year plan, will tangibly improve women's lives and concretely strengthen the women's movement around the globe.

LET'S GO!