



SALZBURG GLOBAL SEMINAR



WOMEN'S
FUNDING
NETWORK

SMART CHANGE: INVESTING IN WOMEN AND GIRLS

LEVERAGING PHILANTHROPY FOR GLOBAL IMPACT

SYNTHESIZED REPORT

REPORT PREPARED BY

Diana van Maasdijk

Philian Consulting

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*Please see list of participants at the end of the report.

DISCLAIMER:

This report reflects many of the points raised and issues discussed during the session, but is not an exhaustive exploration of the issues discussed nor does it purport to reflect a consensus amongst the participants on the issues and ideas presented. The report seeks to reflect and summarize the multi-layered, nuanced and complex discussions that took place. The report does not claim to reflect the views of the donors, the author, nor does it necessarily reflect the views of the Salzburg Global Seminar and Women's Funding Network.

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Participants of the program on “*Smart Change: Investing in Women and Girls – Leveraging Philanthropy for Global Impact*”

I. INTRODUCTION

The women's funding movement is at an inflection point. Never before has there been such a high level of interest on the part of a wide range of funders, governmental, non-governmental and private sector entities in promoting policies and programs aimed at enhancing social and economic equality for women and girls. While this increased interest represents a new and important opportunity for all those working on behalf of gender equity, ensuring that enough money is mobilized and that the right strategies are put in place is not guaranteed; the rhetoric continues to outpace reality. Thus the question for philanthropy becomes how it can best capitalize on this moment, enlisting new partners, securing increased funding, and demonstrating the leadership and ability to make difficult choices required to secure lasting results.

Responding to this opportunity, the Salzburg Global Seminar and the Women's Funding Network convened a special program in October 2009 in Salzburg, Austria titled "Smart Change: Investing in Women and Girls – Leveraging Philanthropy for Global Change". The program gathered 60 representatives from more than 20 countries. The question posed was: How can philanthropy leverage its unique tools to help realize increased investments in women and girls as solution-builders - or what might be referred to as the "woman effect" - and make significant progress toward human security in the coming decade?

The goals of the program were to:

- *Advance thinking about how to optimize philanthropy's unique tools: grantmaking; investment; leadership and leverage.*
- *Devise individual and joint strategies to protect gains already made while leveraging philanthropic resources to increase impact and accelerate investments in women and girls.*
- *Identify new cutting-edge approaches to unleashing the "woman effect" and building relationships amongst philanthropic organizations.*



II. SEIZING THE MOMENT: THE CURRENT ENVIRONMENT

Today's increased interest in funding women and girls reflects a very different environment from 10, 5 or even 3 years ago. Not so long ago, many women's rights organizations and Women's Funds faced the difficult task of convincing others that investing in women made economic and social sense -- not only because it meant a better future for those women but also for their families, their communities and society in general. Today, this same message is being repeated by numerous advocates from mainstream sectors including the UN, governments, corporations and multiple diverse and influential organizations. Examples of large development agencies taking the women and girls agenda forward include CARE with their "I am Powerful" campaign, and Oxfam Canada with their integrated gender lens on all programs. Corporations such as Goldman Sachs, which in 2008 launched *10,000 Women*, a global initiative that will provide 10,000 underserved women, predominantly in developing and emerging markets, with a business and management education, are championing the powerful effects of greater labor force participation of women on economies and societies. Governments as well, such as the Dutch Ministry for Development Cooperation which set up a special 70 million Euro MDG3 Fund to improve the position of women worldwide, are advocating for and committing more money towards support of women and girls and gender-focused projects. Yet despite these encouraging shifts, many philanthropists and funding institutions continue to demonstrate some reluctance to focus on women and girls as change agents.

The increased interest in women and girls also raises some critical operational issues:

Management

With increased interest comes increased pressure on women's organizations to demonstrate that they can effectively and efficiently spend the money that is available. Do women's and girls' organizations have the programs in place to absorb the money in an accountable and strategic way? Are their management teams capable? Is enough money invested in capacity-building for women's organizations – through systems and people - to produce the type of systemic change sought? Is the work being institutionalized?

Impact

There is also a need to demonstrate and quantify the impact of this work more forcefully in order to keep and grow the interest of donors. Demonstrating impact is the best strategy for creating sustainable resourcing and growth. Long-term commitment from the donor community will ensure that investing in women and girls is not simply the latest trend, soon replaced by another "popular" issue or approach in the philanthropic arena. Expanding the evidence base, focusing on outreach to new partners, and aligning efforts across and beyond the philanthropic sector are critical.

III. GLOBAL TRENDS AND OPPORTUNITIES

The future of women-focused philanthropy is also challenged by a wide range of recent trends, including:

- The belief in and search for “silver bullet” solutions that can address complex issues through relatively simple approaches, often discounting or overlooking the deep complexity of “wicked” problems, resulting in short-term gains and long term failures.
- The focus on critical global challenges – whether the economic crisis; food insecurity; climate change – without a clear understanding of how social and gender inequality affect these challenges and are affected by them.
- A general interest in funding programs for women and girls from mainstream organizations with insufficient understanding of the complex underlying issues which need to be addressed in order to create true positive change.
- The rise of “new” types of philanthropists who want to be more directly engaged, making use of a growing array of new technologies to establish a personal connection to the causes they support.
- Increasing application of business models, terminology and tools to philanthropy and civil society organizations.
- An increasing demand for data to make the case for investing in women and girls, but reluctance on the part of donors to invest in data collection, capacity building and evaluation. Still, people want to see tangible results of the work that is being done.
- A tendency of women’s organizations to work in isolation and not involve a wide range of other possible partners, including men.
- Increased focus on the challenges that women and girls in the global south face, but often without recognition that these same challenges are present and equally critical in the global north.
- Women’s organizations and donors have been slow in adopting new technologies in their strategic messaging.



IV. BUILDING A SHARED VISION

Participants worked to articulate elements of a shared vision for the future where the “woman effect” is wholly embraced and fully funded. Three categories of work emerged as essential in moving toward that vision:

Stretch

Participants imagined a future where the resources available to improve the lives of women and girls are counted in the billions, not millions. Scaling up will require new investment tools, strategies and attitudes -- daring to ask for more money and putting strategies in place that can channel big money for big change. This will require a strategic shift, both in way women access and use power and in their strategies to engage and influence others.

Connect

Achieving meaningful change and scale will require women's organizations and donors that support women and girls to engage new partners and to connect policy, practice and research. This will require reaching beyond traditional comfort zones to engage with other important constituencies and deepen those relationships. It will also require concerted

efforts to overcome powerful disincentives to collaboration, a continuing north-south divide and inequality in decision making between men and women chief among them. It is important to create a future where donors and partners use their convening power to actively build trust among themselves and with new and emerging partners such as the corporate sector. Finally, connecting will require building a critical mass of women leaders, which will in turn help refocus philanthropy on the underlying structural causes of women's economic disempowerment and social exclusion.

Innovate

The future of philanthropy for women and girls will involve many more actors and new and more innovative financing mechanisms. It is also a future where a common framework for action will be critically important and where all stakeholders will need to catch up technologically in order to harness the power of new technologies to communicate information about needs, challenges and results. These new communication technologies can also play an important role in marshalling existing and new evidence to support and/or refine the framework, as well as to document the impact of collective philanthropic action.



V. LEVERS OF CHANGE IN PHILANTHROPY FOR WOMEN AND GIRLS

Participants identified three philanthropic levers which can leverage significant change for women and girls: leadership, investment and grantmaking. While women's philanthropy is already introducing innovation to existing practice and approaches, participants focused on ways that these levers can be applied to further increase impact.

Leadership

In most countries, philanthropy occupies a privileged space: it has acknowledged legitimacy, control of resources, and flexibility to apply resources with relatively limited constraints. Seminar participants believe that philanthropic leaders need to be bolder in their actions and willing to support and stimulate greater innovation and creativity, taking some measure of risk as an engine for social change. Leaders need to use their influence to restructure agendas and priorities, making women and girls central to change efforts, and building the capacity of women's organizations and of women and girls as solution-builders. Existing knowledge and information should be made accessible to a broader array of actors, including policy-makers and decision-makers, and used to create a compelling case for the "woman effect." Philanthropic leadership will require the confidence to reach out to new stakeholders, build new alliances and strategic relationships, and bring more voices from the margins to the mainstream to inform decision-making.

Investments

There are multiple resources and opportunities for transformative investments in women and girls. Beyond traditional grantmaking, donors should ensure that their investment portfolios are supportive of their mission, that they look at investments¹ in capacity building to complement program grants and that they welcome, if not encourage, income-generating activity by non-profit organizations that both supports the mission of the organization and creates profits to reinvest in furthering its goals. Options to leverage corporate philanthropy and/or corporate social responsibility initiatives were also explored.



Grantmaking

Traditional grantmaking remains a powerful lever and participants focused on how to ensure that grantmaking is innovative, flexible and participatory. Other recommendations included focusing on affecting policy change; working collaboratively across and beyond the philanthropic sector; taking appropriate levels of risk; and making strategic investments situated within the larger human security framework.

¹ There are many resources that explain and explore mission and program related investments, including Grant Craft (grantcraft.org) and Council on Foundations (cof.org).

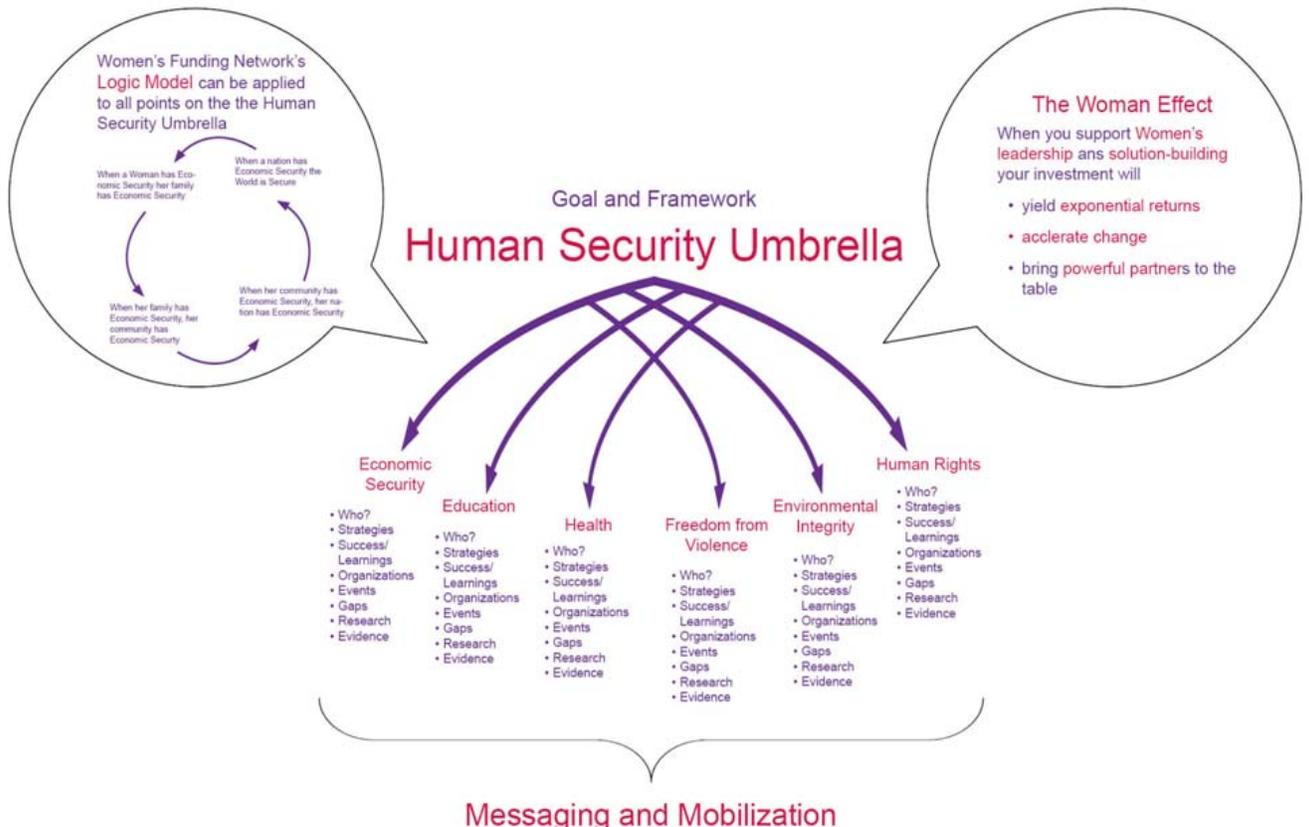
VI. THE START OF A NEW FRAMEWORK

Seminar participants felt strongly that one way to advance funding to support women and girls is the articulation of a funding ecosystem or value chain - a framework that would enable donors and activists to locate their efforts along a continuum of activity, determine the most strategic intervention points for their own work, and understand how their work might impact on the larger system. Participants worked on a framework presented by the Women's Funding Network that locates investments in women and girls around specific issue areas within a human security framework. The framework is a tool which can be used to help everyone involved in philanthropy for women and girls to:

- *Increase understanding of the impact of philanthropy for women and girls, and*
- *Increase investments in this work.*

The framework has the potential to become a virtual repository of knowledge, strategies and information about the organizations and leaders able to make real change for women and girls worldwide. The framework could also help identify the most critical investments needed to improve the lives of women and girls, and the most strategic areas and places for investment to move this philanthropy forward.

Hereunder a layout of the framework:



VII. MOVING FORWARD: WHAT'S NEEDED TO TAKE FUNDING OF WOMEN AND GIRLS TO THE NEXT LEVEL

Create more persuasive messaging

Clear and compelling messages need to be formulated about the power of the “woman effect” to advance and sustain long-term social change. The case for the importance of investing in women and girls needs to be redefined to impart a greater sense of urgency and make it easier to understand.



Engage new and more diverse leadership

New, effective, and bold leadership is needed.

More women need to move into decision-making and leadership positions, reaching critical mass, and greater diversity of women’s voices is also needed. Once women become a critical mass in leadership, present in key sectors, and once the women in leadership are a diverse group representing those at the margins, effective change for women and girls will take place. More men should also be brought into these efforts as co-leaders of and advocates for change.

Raise, leverage and invest more money for women and girls

Today, more than ever, organizations working to improve the situation of women and girls need to introduce a new framework for investment in women and girls that has a comprehensive approach. In order to capitalize on the present interest and show the true impact of investing in women and girls, a better roadmap is needed. Advocates must aim for “big money” combined with “big solutions”, use and leverage power, and move from millions to billions. Use of the Human Security Framework can begin this discussion.

Reach out, build new partnerships and offer real solutions

It is important to remember not to fall into the trap of the “silver bullet” solution. The path to gender equity is complex. Just as the reasons for poverty and social exclusion are multi-layered, so are the solutions. Social change will happen with a comprehensive approach that addresses root causes and promotes structural change, with women at the center of that approach.

Become technologically savvy

Many women and girls' organizations around the globe are seriously behind in terms of technology. Opportunities exist, however, to leapfrog and conceptualize it from a different point of view, if investments are made in new technologies. This incredible opportunity means bringing the right people to the effort, introducing and using technology to serve key goals and also opening up to new means of communication and movement building. Investing, accepting and using new technologies such as the latest internet tools, social networks as well as mobile telephones will also help advance the goals of women's and girls' organizations and the donors that support them.

CONCLUSION

Following four days of intense exchange, deep discussion, and generation of creative ideas, participants stepped forward to share new individual and joint commitments. The commitments listed below are representative of new pledges from a powerful cross-section of donors and activists to further advance change through women and girls and to focus on sharpening the messages around and the case for the “woman effect”.

Some of the commitments that were announced included to:

- Further develop the social change framework and create an open web-based model for sharing data and information as well as an interactive framework that would enable donors to determine the most strategic intervention points for their own work.
- Form a donor affinity group focused on supporting women in rural Africa and one focused on research around gender-based violence
- Explore further new investment models/products that support equity and social change, providing both social as well as financial return
- Organize a group of black women donors from around the globe committed to raising \$50M to invest in women and girls.
- Source additional funds to provide loans for women in Pakistan to create their own businesses
- Collect information on the impact of investments in women and girls and develop case studies to strengthen the evidence base

These are just a few of the concrete steps and commitments that were articulated during the program. Much more and new partners are needed to take investments in women and girls to the next level and secure lasting social change.

Please consider your own commitments, share these ideas and information with others, and add to the further development of a framework for investing in women and girls to support human security.



Photos (clockwise from top left): Christine Grumm; Deborah Holmes; Zanele Sibanda Knight; Bisi Adeleye-Fayemi; Sarah Hobson,; Emilienne de Leon

Smart Change: Investing in Women and Girls
Leveraging Philanthropy for Global Impact

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List of Participants, Advisors and Facilitators

Astrid Aafjes, Founder and Director, Women Win
Persida V. Acosta, Chief Public Attorney, Department of Justice
Bisi Adeleye-Fayemi, Executive Director, African Women's Development Fund¹
Angelika Arutynova-Needham, Program Director for Eastern Europe and Commonwealth of Independent States, Global Fund for Women
Cristal Montañéz Baylor, Executive Director, Hashoo Foundation
Jim Bildner, Partner, New Horizons Partners, LLC
Alesha Black, Associate Program Officer, The Bill and Melinda Gates Foundation
Ruby Bright, Executive Director, Women's Foundation for a Greater Memphis
Caroline Carpenter, Senior Program Advisor, Salzburg Global Seminar
Kimberly Chandler, Professor, Xavier University of Louisiana
Li Chong, The University of Hong Kong
Stephanie Clohesy, President, Clohesy Consulting^{1,2}
Marcia Collaer, Professor, Middlebury College
Karen Colvard, Program Director, The Harry Frank Guggenheim Foundation
Emilienne de Leon, Executive Director, Sociedad Mexicana Pro Derechos de la Mujer
Judith H. Dobrzynski, Freelance Writer and Philanthropic Consultant
Amalia Fischer, Executive Coordinator, Elas-Fundo de Investimentos Social
Margot Franssen, Board Member, Canadian Women's Foundation
Sarah Gauger, Executive Director, Hunt Alternatives Fund¹
Sara Gould, President & CEO, Ms. Foundation
Katie Grover, Board Chair, Ms. Foundation
Christine Grumm, Executive Director, Women's Funding Network¹
Linda Hallman, Executive Director, American Association of University Women
Luma Hamdan, Executive Director, Arab Foundations Forum
Meg Harris, Director, Institutional Philanthropic Partnerships, Salzburg Global Seminar
Deborah Hicks Midanek Bailey, President, Solon Group; Chair, Prevail Fund
Carla Hilber Del Pozzo, Co-Founder, Philanthropica
Sarah Hobson, Executive Director, New Field Foundation
Deborah Holmes, Vice President of Communications, Global Fund for Women
Yasmin Kafai, Professor, University of Pennsylvania
Lindsey Kampmeinert, Program Research Analyst, The David and Lucile Packard Foundation
Joanna Kerr, Director of Policy and Outreach, Oxfam Canada^{1,2}
Astrid Koblmüller, Program Associate, Salzburg Global Seminar¹
Deborah Landesman, Philanthropic Advisor¹
Roxanne Mankin Cason, Chair, Harvard Kennedy School Women's Leadership Board
Aretha Marbley, Associate Professor, Texas Tech University
Bienvenu D. Marcos, Chief of Party, Academy for Educational Development
Janet Mawiyoo, Chief Executive Officer, Kenya Community Development Foundation
Nicky McIntyre, Executive Director, Mama Cash¹
C. Lynn McNair, Vice President, Philanthropic Partnerships, Salzburg Global Seminar¹
Neema Mgana, Global Engagement Team, Ashoka
Hibaaq Osman, Director, Arab Women's Fund
Gayle Peterson, Headwaters Group
Chelsea Prince, Founder and Editor-in-Chief, InternCircle.com

Sharon Prince, Managing Director, Grace Property Holdings, LCC
Deborah Richardson, Chief Program Officer, Women's Funding Network¹
May Rihani, Senior Vice President, Academy for Educational Development¹
Steven Samuels, Associate Professor, United States Air Force Academy
Joanne Sandler, Deputy Executive Director, UNIFEM
Marjan Sax, Sax Consultancy
Denise Shannon, Executive Director, Funders Network on Population, Reproductive Health and Rights
Amy Falk Sheldon, President, Sheldon Strategic Fundraising, LLC
Sudha Shetty, Director International Fellowship Program, University of Minnesota
Zanele Sibanda Knight, Director of Programs, The Firelight Foundation
Suzanne Siskel, Director, Division Peace and Social Justice, The Ford Foundation¹
Nancy Smith, Director of Initiatives, Salzburg Global Seminar¹
Becky Sykes, Executive Director, Dallas Women's Foundation
Pek-Leng Tan, Independent Research Consultant
Sandra E. Taylor, President and CEO, Sustainable Business International, LLC
Ann Van Dusen, Philanthropic Advisor¹
Diana van Maasdijk, Founder and Principal Consultant, Philian Effective Philanthropy¹
Jacki Zehner, Founding Partner, Circle Financial Group¹

1= Advisors/Planning Team

2= Facilitators

Advisors unable to participate in session:

Lorie Jackson, Major Program Advisor, Exxon Mobil Cooperation
Musimbi Kanyoro, Director, Population Program, The David and Lucile Packard Foundation
Tamara Kreinin, Executive Director, Women and Population, United Nations Foundation
Kavita Ramdas, President and CEO, Global Fund for Women
Pamela Shifman, Director, Initiatives for Women & Girls, NoVo Foundation
Maria Aurora Tolentino, *Former* Director, Asia Pacific Philanthropy Consortium

ABOUT THE AUTHOR

Diana van Maasdijk is the founder of [Philian](#), an Amsterdam-based consulting firm specialized in designing and implementing grantmaking programs for individuals, families and foundations focused on strategic philanthropy, and effective giving. She has had worked with the NGO and philanthropic sector since 1995, with significant expertise in grantmaking, resource mobilization, and program implementation and evaluation. Ms. van Maasdijk has worked in Ecuador, Senegal, the Netherlands and the USA with various international development organizations on issues pertaining to reproductive health, women's empowerment, and human rights. Prior to her work as a consultant, she was the director for Development and Communication at Mama Cash Fund for Women. She has also been a member of the Board of Directors of the Women's Funding Network, of the WGNRR, and of International Volunteer Services. She has a B.A. from Hamilton College, New York, and an M.A. in international development from American University, Washington, DC.

ABOUT THE ORGANIZERS



SALZBURG GLOBAL SEMINAR

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The Salzburg Global Seminar is a unique international institution focused on global change – a place dedicated to candid dialogue, fresh thinking and the search for innovative but practical solutions. Founded in 1947, it challenges current and future leaders to develop creative ideas for solving global problems, and has brought more than 25,000 participants from 150 countries and regions to take part in its programmes. The Salzburg Global Seminar convenes imaginative thinkers from different cultures and institutions, organizes problem-focused initiatives, supports leadership development, and engages opinion-makers through active communication networks, all in partnership with leading institutions from around the world and across different sectors of society.

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The Women's Funding Network is more than 150 organizations that fund women's solutions across the globe. We give women the money and tools to transform their ideas into lasting change – in every critical area from combating poverty to achieving advances in healthcare, education and human rights. From New York City to Nepal, and from Africa to Amsterdam, women's funds are proving the lasting power of investing in women. We are tens of thousands of donors, community leaders and change-makers – all with a shared passion for bringing women's ideas to the fore of global problem-solving. Together, we are transforming the lives of women and girls, as well as achieving lasting gains for communities across the world.

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