

On the Move for Women's Rights

2009-2013 Strategic Plan



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cash

(she changes the world)

VISION

EVERY WOMAN AND GIRL has the power and resources to participate fully and equally in creating a peaceful, just, and sustainable world.

MISSION

COURAGEOUS WOMEN'S AND GIRLS' HUMAN RIGHTS

ORGANISATIONS worldwide need funding and supportive networks in order to grow and transform their communities. Mama Cash mobilises resources from individuals and institutions, makes grants to women's and girls' groups, and helps to build the partnerships and networks needed to successfully defend and advance women's and girls' human rights globally.

02

FREE FROM GENDER-BASED VIOLENCE

MAKING AND KEEPING PEACE

CONTROLLING OUR BODIES AND SEXUALITY

DECISION MAKERS AT HOME AND EVERYWHERE

VISIBLE AND POWERFUL IN THE MEDIA

WINNING ECONOMIC RIGHTS

MOVING FORWARD

 **Our 2009-2013 strategic plan** charts a bold new direction for Mama Cash founded on twenty-five years of experience and our unwavering vision of a better world for women and girls.

To our Friends, Colleagues, and Supporters,

We are pleased to present this summary of Mama Cash's new strategic plan. The new plan emerges from twenty-five years of experience in funding women's and girls' rights groups and initiatives. The plan preserves our core values and strikes out in new directions that we believe will more effectively serve the goal of defending and advancing human rights for women and girls.

Mama Cash has always acted from the conviction that informed risk-taking is an integral part of efforts that seek breakthroughs and not just safe and known solutions. In order to develop this plan, our Board, staff, and expert advisors examined every area of our work. The result is a courageous rethinking of how we will make grants going forward. We are convinced that our new strategies will help women's groups promote and protect women's and girls' human rights in more deliberate, creative, and sustainable ways.

Please accept our gratitude for accompanying us this far and our warm invitation to move forward with us.

In solidarity,

Mama Cash's Board Co-Chairs, Anastasia Posadskaya-Vanderbeck and Marjo Meijer, and Executive Director, Nicky McIntyre

ADVANCING ENVIRONMENTAL JUSTICE

SPEAKING OUT AND BEING HEARD

MOVING WOMEN'S AND GIRLS' RIGHTS FORWARD

LEARNING AND CHANGING



Mama Cash is changing its grantmaking strategies so that we can better help daring women and girls transform disempowering laws and practices and create communities that support safety, equality, and opportunity for everyone.

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Twenty-five years of learning from our grantees

Since its founding twenty-five years ago, Mama Cash has been devoted to supporting and partnering with human rights organisations and networks run by and for women and girls.

Our grantees work to develop their knowledge, claim their rights, and courageously transform unequal power structures and cultural traditions. They are migrants, midwives, and sex workers. They are women with disabilities, indigenous women, and lesbians. They are women working in factories and fields. They are women in cities and women in villages. They are community leaders, women's rights advocates, and women's movement strategists. They are lawyers and academics. They are women young and old.

Our grantees are women seeking safety in conflict zones and their places at the peace tables of the world. They are women demanding representation and women fighting to change the laws, policies, and practices that keep women and girls oppressed. They are women giving voice and vision to those who are not usually heard or seen, and they are bold women coming together and taking action to change prevailing prejudices in local communities as well as in entire countries and regions.

Women and girls in every part of the world still experience life-threatening violence, discrimination, and impoverishment.

What we have learned about how change happens

Over the past twenty-five years, we have learned that the collective mobilisation of women and girls, together with the leadership and long-term commitment of women's human rights activists and organisations, is the critical force that transforms prevailing systems of unequal power relations into equitable and just ones.

We have gained a deep understanding that there are multiple and intersecting areas of focus needed to achieve women's collective vision of a peaceful, just and sustainable world.

Our experience has taught us that change requires time, unwavering commitment, collaboration, risk-taking and, innovation.

How we will move women's human rights forward

During the next five years, Mama Cash will strategically fund women's and girls' human rights organisations working at the crossroads of the themes of body, money, and voice—where women are fighting for the right to decide concerning their bodies, gain economic justice and independence, and make their voices heard.

We will fund both emerging and pivotal women's and girls' human rights organisations and networks worldwide so that they can grow in influence, scale, and collective power.

We will accompany, over the long-term, those on the frontlines of movements for women's and girls' human rights.

Our support will be geared toward assisting our grantees to more effectively identify and take advantage of strategic opportunities, share knowledge and experiences, and succeed in defending and advancing their rights with bold and innovative solutions.

To fund this work, we will creatively inspire and engage women and men who want to provide financial resources to defend and advance women's and girls' rights globally.

ON THE MOVE FOR WOMEN'S RIGHTS

Mama Cash's STRATEGIC GOALS

Goal 1

Fund and support ambitious women's and girls' human rights organisations and initiatives that push beyond the status quo and are strategically positioned to bring about fundamental change.

How we will do it

- We will focus our grantmaking within the themes of **body, money and voice**.
- We will **fund strategic opportunities** to help grantees 'take or make' a difference and significantly advance women's and girls' rights, to create the potential for increased activism in a critical area, or to move an emerging organisation or issue forward.
- We will provide **step-up support packages** that include multi-year, general support and capacity-building **grants** to new or small groups that are ready to grow. Step-up support packages will include **accompaniment support**: strategising with grantees, connecting grantees with each other, helping grantees to build cross-movement bridges, introducing grantees to new donors, and fostering grantee communities of shared learning.
- We will fund approximately **100 organisations each year** so that we can establish deeper relationships with groups and help them to grow in influence and scale. By the end of 2013, our annual grants will total six million euros.
- We will convene **cross-regional strategy meetings** on women's rights issues at the intersections of body, money, and voice.



BODY

safety and freedom from violence at home and in public spaces, sexual and reproductive rights, lesbian, bisexual and transgender rights

MONEY

economic justice, workers' rights, inheritance and property rights, sustainable environments

GRANTMAKING AT THE INTERSECTIONS OF WOMEN'S LIVES.

VOICE

representation and participation, decision making and leadership, being seen and heard, peace

Goal 2

Build a strong global architecture of women's funds

so that women's movements can grow in scale, influence, and collective power.

How we will do it

- We will **enter into partnership agreements** with selected women's funds. Partnership agreements will increase our combined capacity to advance shared goals, align our grantmaking strategies in countries or regions, conduct joint fundraising campaigns, share best practices, and expand the growing social justice philanthropy movement.
- We will **provide step-up support** to a number of women's funds and thereby build the base and capacity of the women's funding movement.
- We will assist the women's funds with whom we partner to **leverage significant new income** from non-women's fund donors and double their budgets by the end of 2013.

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WOMEN'S FUNDS ARE THE CORNERSTONE OF POWERFUL, EFFECTIVE, AND FINANCIALLY SUSTAINABLE WOMEN'S RIGHTS MOVEMENTS. WE ARE COMMITTED TO ADVANCING THE INTERNATIONAL COMMUNITY OF WOMEN'S FUNDS.

WE WANT EVERYONE TO KNOW THAT WHEN WOMEN AND GIRLS ORGANISE, LEAD, AND COLLABORATE TO WIN THEIR HUMAN RIGHTS, THEY CREATE BETTER COMMUNITIES FOR US ALL.

Goal 3

Vigorously communicate our core messages, and promote women's and girls' rights, learning, and community-building.

How we will do it

- We will create **participatory evaluation and learning tools** that assess and capture the outcomes and impact of the work we support.
- We will **use new media to build communities of interest** between grantees and donors and to stimulate donors, policymakers, and other institutions to become allies of women's movements.
- We will **use state-of-the-art information and communications technologies** to promote public awareness of women's and girls' human rights and greater understanding of the impact of women's organisations on the lives of women and girls.
- We will **cultivate articulate and active ambassadors** in targeted European countries. Our ambassadors will speak out in the media and help to build awareness of our work and core issues.

SOCIAL JUSTICE PHILANTHROPY CREATES ALLIANCES AMONG INDIVIDUAL DONORS, FOUNDATIONS,
NON-PROFIT ORGANISATIONS, SOCIAL MOVEMENTS, AND THOSE WHO HAVE BEEN MOST AFFECTED BY INJUSTICE.


Goal 4

Expand our financial resources and use them to leverage support for funding women's and girls' human rights work globally.

How we will do it

- We will **double our annual resources** from five to ten million euros by the end of 2013.
- We will **actively promote social justice philanthropy** to philanthropic institutions and communities in Europe as an effective model to bring about sustainable change.
- We will significantly **increase the number of active individual donors** to Mama Cash by instituting innovative donor programmes and leveraging the power of new media to build new communities of activist citizens.

MAKING IT REAL

 **Mama Cash's ability to realize** this ambitious strategic plan requires that we receive adequate funding and continue to professionalize and grow our staff, Board, and internal systems.

The full version of our strategic plan contains several goals related to these areas. Highlights of these goals include:

- **Identify and hire key positions** needed to successfully implement this plan and continue to build the knowledge and capacity of our staff.
- **Strengthen the Board of Directors and align** the expertise of its members with the new strategic directions.
- **Build a state-of-the-art technology** and communications infrastructure for our organisation and its programmes.

Our Guiding Principles


We embrace diversity in our organisation and among our partners.

We are open to bold, innovative strategies, responsive to changing circumstances, ready to take advantage of strategic opportunities, and prepared to share the risks inherent in the work of resisting and transforming oppressive structures and systems.

We are dedicated to forging collaborative partnerships with donors, grantees, and other organisations in order to achieve shared goals.

We are committed to being accountable, evaluating and communicating the outcomes of our grant making, and to sharing what we have learned about doing successful social justice philanthropy.

We are determined to make real, lasting improvements in people's lives and to inspire others to join us in this work and contribute to it financially.



THANK YOU to everyone who participated in creating Mama Cash's 2009-2013 strategic plan and to all those who are on the move with us as we bring twenty-five years of experience forward to advance our support of women's and girls' rights around the world.



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