

Mama Cash's 2015 - 2020 Strategy

Funding Feminist

Activism

Summary

End-Term Review

March 2021

**ma
ma
cash**



Introduction

Mama Cash is an international women's fund that resources feminist activists and movements worldwide and contributes to building the networks they need to fight for and build more peaceful, just, and sustainable futures.

From 2015-2020, Mama Cash implemented our six-year strategic plan *Funding Feminist Activism*. During this period, we funded groups and movements led by women, girls, and trans and intersex people who mobilised their communities and led efforts against injustice and inequality to advance human rights and social justice struggles around the world.

Mama Cash is committed to reviewing and learning from our work as a means of improving our support to feminist movements. In 2020, as we entered the final year of our last six-year plan, we commissioned an externally conducted end-term review (ETR).

We strive to be a responsive funder, and this review was undertaken to support that aim. The purpose of the review was to shed light on if and how Mama Cash had been able to meet the needs of feminist movements and activists over the period of 2015-2020, and to identify approaches we might adapt or adopt to do better in our next strategic plan. The team of four research consultants that conducted the ETR has among them over sixty years of experience in designing and implementing participatory, mixed-method evaluations and supporting organisational learning.

The ETR comprised both primary and secondary data collection. The evaluators conducted interviews with key stakeholder constituencies including grantee-partners, women's funds partners, funders and funder networks, CMI! and GAGGA consortia members, allies and peers, and members of Mama Cash's staff and Supervisory Board. The findings from the independent biennial survey conducted by the Center for Effective Philanthropy of grantee-partners supported by Mama Cash and applicants that approached us for support also provided important feedback about our approach and practices from which the consultants drew. Additionally, they reviewed over 140 reports, memos, and other documents.

The following [executive summary](#) comes from the ETR and is presented here in its entirety, followed by Mama Cash's [reflections](#) on the findings and our plans for addressing the recommendations in our new Strategic Guide. We share both as an expression of our commitment to evaluating and communicating the outcomes of our grantmaking, to sharing our learning and to being accountable to our stakeholders.

Executive Summary

Submitted by Doris
Bartel, Madhumita Das,
Nidal Karim and Etobssie
Wako (October 2020)

Early in 2020, Mama Cash commissioned an end-term review (ETR) of their six-year Funding Feminist Activism strategy.¹ This strategic plan was designed to capture and respond to the context, complexities, and dynamics of its time, which included a rise in religious and political fundamentalisms globally. Feminist groups and movements faced significant backlash, threats and violence from conservative forces trying to roll back progress on women's, girls' and trans and intersex people's rights. Despite researched evidence that feminist activism had been a significant contributor to progressive policy change, few donors had made the needed resource commitments when this strategy was launched. Funding for grassroots feminist activist groups was woefully inadequate in both size and quality. Internally, the Funding Feminist Activism strategy implementation was also shaped by the awards of two large coalition grants from the Dutch Ministry of Foreign Affairs' (MFA) 'Dialogue and Dissent' framework: Count Me In! (CMI!) and Global Alliance for Green and Gender Action (GAGGA), which provided increased capacity for grantmaking and alliance-based advocacy and influence.

The purpose of the ETR was two-fold:

- 1) To understand and capture the outcomes of Mama Cash's work and any subsequent impact contributed through the three strategies in the strategic plan – **what has changed, because of Mama Cash's work?**
- 2) To learn more about the strengths and weaknesses of Mama Cash's approaches over the past six years – **what is it about the way Mama Cash works that has helped create the above change, and what has hindered it? And whether and how Mama Cash has shifted in response to the needs of feminist movements and activists?**

This review took place during an ongoing global pandemic, one that is making clear the intersecting oppressions impacting the lives of women, girls, and trans and intersex peoples.² Despite the challenges that this pandemic posed, this review team and Mama Cash saw value in moving forward with this ETR. As feminist evaluators and researchers, we saw value in assessing and naming impact, in learning and sharing lessons, and in strengthening accountability to partners, allies, movements, and donors. We centred care, creativity, and adaptation and designed a review process that applied feminist principles and trauma-informed approaches to conducting research during a global health pandemic.³

1. — Mama Cash. (2015). Funding Feminist Activism Strategic Plan 2015-2020. Retrieved from: https://www.mamacash.org/media/publications/funding_feminist_activism_-_mama_cash_strategic_plan_2015-2020.pdf
2. — <https://wideplus.org/2020/03/26/covid-19-crisis-from-a-feminist-perspective-overview-of-different-articles-published/>
3. — World Health Organization. (2020). Ethical standards for research during public health emergencies: distilling existing guidance to support COVID-19 R&D (No. WHO/RFH/20.1). World Health Organization.

Key Findings

This report's main findings illustrate that **Mama Cash is a values-aligned organization that adapts to meet the needs of feminist organizers globally. The summary below provides an overview of the core findings organized across the components of Mama Cash's *Funding Feminist Activism* strategy.**

Mama Cash's three strategic objectives include:

1. **Grantmaking and Accompaniment (GM&A):** Providing flexible, core and longer-term grants along with tailored accompaniment to both emerging and established self-led groups, facilitating movement building to advance women's, girls', and trans people's and intersex people's rights in the thematic areas of Body (bodily integrity and autonomy), Money (labour rights and environmental justice), and Voice (agency and participation).
2. **Strengthening Women's Funds (SWF):** Supporting the women's funding movement by resourcing the creation and consolidation of new women's funds; further strengthening established funds and the collaborative initiatives they undertake; and, engaging with women's funds in joint initiatives, including for fundraising, grantmaking and influencing the donor community.
3. **Influencing the Donor Community (IDC):** Using Mama Cash's knowledge, experience, visibility and credibility within the donor community to leverage more and better funding for women's, girls', and trans people's and intersex people's rights groups.

These strategies depend on four organizational **operational pillars**: fundraising, communications, learning, monitoring and evaluation (LME), and sustainable operations.

Mama Cash's GM&A strategy illustrates that long-term, flexible funding to a diverse pool of grantee partners is foundational in nurturing resilient, innovative, and evolving feminist activism by self-led groups.

During the 2015-2020 strategy period, Mama Cash awarded 432 new core grants across the Body, Money (labour rights and environmental justice) and Voice portfolios that totalled €15,170,051. The average grant size was €35,118.

In addition to these core grants, Mama Cash also disbursed €1,218,273 for accompaniment and support to grantee partners for attending conferences, convenings, or specific events during the strategy period. Between 2015 and 2019, the number of new core grants awarded annually grew by 36% (from 67 in 2015 to 91 in 2019), and Mama Cash's annual core grantmaking budget grew even more, by almost 50% (from €2.1m to €3.1m annually). This review found the following key contributions of the GM&A strategy:

- Groups supported by Mama Cash have shown improved organizational or institutional strength in terms of leadership, financial management, staffing, LME, strategic planning, and digital security. They successfully expanded their constituencies through training, internal constituency support and engagement events, campaigns, and public demonstrations. Mama Cash partners hosted a total of 12,415 events between 2016-2019. A total of 1,610,511 people attended these events during this period.
- Groups funded by Mama Cash successfully achieved greater access to resources and services from government institutions such as health, education, land-sovereignty, and legal services. They also developed compelling feminist knowledge products on key issues impacting their communities, and as a result, gained access to significant national, state-level and local-level decision-making spaces for themselves and their constituent community.
- Some grantee partners undertook nuanced work, creatively using media, journalism, public demonstrations and 'activism' to provoke deeper understanding and shifts in social norms and perception of key issues among the public at large.
- Some groups commented that many of the leaders in their country's movement have been nurtured and trained by Mama Cash-funded groups. These groups were instrumental in transforming their movement spaces and making them more diverse and inclusive.

Grantee partners reiterated what is already well-known to Mama Cash, that long-term, flexible funding provides exceptional support to activists and frees groups up to focus on what they know to be most strategic for their change agenda. Grantee partners further noted Mama Cash supported their ability to respond directly during the onset of the novel coronavirus pandemic.

Areas for strengthening the GM&A strategy

Formalise Mama Cash's accompaniment model so that both Mama Cash and the funded groups have greater clarity about how, what, and why accompaniment will be provided. Explore additional transition options for grantee partners as they exit from Mama Cash's support, including opportunities to build self-funding models. Continue to find ways to link grantee partners with other donor stakeholders in the broader feminist funding ecosystem.

The SWF strategy supported 26 women's funds internationally in bolstering strong feminist groups, structural change, collective organizing, and movement building.

Between 2015-2020, Mama Cash funded a total of twenty-six different women's funds with a variety of grants ranging from multi-year core grants to one-time opportunity grants. Eighteen of the twenty-six women's funds received multi-year grants. In contrast, the remaining eight women's funds received one-time grants for regional convenings, organizational transitions, core funds, and urgent needs. During this time, Mama Cash also awarded a grant to Prospera, the International Women's Funds network, to support their strategy evaluation. Core lessons from the SWF strategy include:

- Most of the women's funds that received financial support from Mama Cash were able to support self-led groups seeking structural change, including some norms and policy change, and increased access to decision making.
- Most women's funds supported by multi-year grants from Mama Cash were able to fundraise from a variety of sources ranging from foundations, governments, and corporations, to individuals. Seventeen of the twenty-six women's funds shared examples of joint fundraising or grantmaking efforts with another women's fund.
- More than half of the women's funds funded by Mama Cash took action to influence donors, including influencing the Dutch MFA and Philanthropy Advancing Women's Human Rights (PAWHR). The most substantial influencing and fundraising efforts resulted in the Dutch MFA's Leading from the South (LFS) initiative.
- Many women's funds reported an increase in their budgets, and for some a growth in their geographic scopes. For example, after receiving funding from the LFS initiative, the South Asian Women's Fund's budget grew exponentially, resulting in expanded geographic coverage and a name change to the Women's Fund Asia.

During the strategy period, Mama Cash took steps to strengthen their SWF strategy by incorporating interactive learning processes and a more participatory approach to distributing funds for emergent needs through the Solidarity Fund. Moreover, Mama Cash's intentional and continued advocacy with donors to raise the visibility and legitimacy of women's funds contributed to growth in the women's funds ecosystem in the last six years.

Areas for strengthening the SWF strategy

Consider creating space with peer women's funds to facilitate regular ongoing reflections on issues of power and privilege, changing political contexts, learning and knowledge production, and efforts to influence donors collectively.

The IDC strategy illustrated that building the right alliances, bringing people together at key moments, and developing timely and contextualized learning products can greatly impact the resources that are available for feminist activists and movements.

Mama Cash set out to use their knowledge, experience, visibility and credibility within the philanthropic sector to leverage more and better funding for women's, girls' and trans and intersex people's rights groups. In doing so, they created key alliances, knowledge products, and political frames. Mama Cash's influencing efforts have resulted in significant gains for women's rights organizing. Moreover, the influence strategy had the following outcomes:


- Throughout this review, Mama Cash was often named a leader and architect in building feminist alliance and collaboration spaces. These include creating key moments (Money and Movements, convened along with CMI! partners), nurturing partnerships and relationships within the feminist funding ecosystem (partnership with Prospera, European Foundation Centre, Human Rights Funders Network, and others), and co-building key feminist collaboration spaces (CMI! and GAGGA). Mama Cash has built alliances that strengthen and connect women's funds and feminist organizations and embody solidarity.
- Over the past six years, Mama Cash has engaged across a myriad of funding spaces, making a case for resourcing women's rights organizing and organizations. Mama Cash has opened doors and entered difficult funding spaces, bringing feminist ideals and feminist organizations into philanthropic discussions.
- Mama Cash is known for their sharp political analysis and thought leadership in the feminist funding ecosystem. Mama Cash has developed strong research and learning products that are utilized and referenced by movement actors and funders alike. Mama Cash has been instrumental in developing language, framing research, and creating spaces that shift the debate, and have articulated and expanded political frames that centre feminist and self-led groups.

Mama Cash has built a strong influencing practice through deepening the debate, creating inclusive spaces, and centring women's funds as key mechanisms to deliver resources to women's rights movements globally.

Areas for strengthening the IDC strategy

The review found a growing sentiment that called for Mama Cash to make a clearer distinction between more and better money, specifically calling the following into focus:

- 1) the impact of restricted funds on feminist organizing and organizations;
- 2) a call to divest from extractive sources that contribute to a net loss for feminist social change;
- 3) restrictions that inhibit funds from reaching a diverse grantee pool, for example, challenges in moving money to smaller and non-formalized groups. The review also found that more effort is needed to connect learning to influence, with consideration for why learning products are being developed and how they will be used.



A review of the operational pillars illustrates that Mama Cash's ways of working are responsive to the needs of grantees and adapt to changing political contexts.

This review aimed to capture the lessons learned from Mama Cash's operational pillars, approaches, and ways of working over the past six years. The review found that Mama Cash has built systems and practices that are valued by partners and peers alike, and that Mama Cash has shifted their ways of working in response to the needs of feminist movements and activists.

Fundraising

Mama Cash has had success in fundraising over the past six years, most notably with institutional donors, who were influenced to unlock better money. Mama Cash also galvanized individual donors, often reaching their goal for income from individual donors.

Communications

Mama Cash has enhanced their political profile and contributed to issues central to women's rights organizers and organizations, including sex work, abortion, and climate justice, to name a few. Mama Cash has also explored innovative modalities to reach wider audiences, including hosting an annual Feminist Festival, podcasts, and targeted campaigns. These have resulted in an expanded recognition and sharpened political voice.

Learning Monitoring and Evaluation

Mama Cash has developed objectives, outcomes, and indicators to support the strategic plan and to provide a framework to better understand what is working.

Sustainable operations

Mama Cash has strengthened key systems and processes in this strategic period, including data security and information technology systems. Investing in these systems has reduced risks of sensitive information breaches for staff, coalition partners, women's funds and grantee partners. Given the increasingly narrow space for activists to operate, these systems changes made by Mama Cash were timely and critical.

Key Recommendations

Based on the review's main findings, the following key recommendations are offered as areas to deepen the work and continue advancing progress in resourcing feminist activists and movements.

Articulate the principles that guide and steer Mama Cash's strategic choices and directions:

We encourage Mama Cash to review and expand on their values and articulate a set of core principles that give purpose and shape to a vision for the future, and act as a compass for the way forward. We further encourage Mama Cash to introduce an ongoing praxis of theory, action, and reflection/learning about how such principles are being operationalized as a grantmaker, funder, accomplice, ally, friend, leader and influencer. This can bring stronger integrity and effectiveness to the work and the workplace.

Acknowledge and redistribute power as conveners and facilitators:

Mama Cash plays many roles within feminist movement circles, including regular convener and facilitator. Mama Cash has hosted and supported important convening spaces for feminist groups, many of which were deeply appreciated by partners and other allies. However, Mama Cash has also faced challenges over perceived power differentials that showed up in agenda setting, pace, and direction of the work, and perceptions about transparency of processes for proposal development and partnerships. The perceptions of power-over have the capacity to undermine trust and cohesion within collaboration spaces, requiring special attention. We invite Mama Cash to review the lessons from their practice with peers, consider the principles that best guide facilitation and convening, and articulate good practice examples for convenings.

Expand a culture of collective self-care, safety and wellness:

The violence, repression, threats and murder of activists seems to be accelerating, and is particularly severe for certain groups funded by Mama Cash and peer women's funds. We urge Mama Cash to expand the Resistance and Resilience pilot initiative and Stronger Together⁴ research to articulate the support that is needed for security and safety and generate key action messages for donors, peers, and allies. We invite Mama Cash to consider sponsoring wider learning and convening spaces within their portfolio, to name, discuss and support learning and sharing on collective safety, wellness, and security.

Explore an ecosystem approach to resourcing and growing feminist movements:

Participatory grantmaking is not new to Mama Cash. In adopting participatory grantmaking via the Spark and Solidarity Funds, Mama Cash acknowledged the importance of transparent and collective grantmaking practices. We invite Mama Cash to continue to explore participation, transparency and democratic processes as key grantmaking principles that will strengthen movements. In this strategy period, Mama Cash contributed to the 'ecosystem' of movements by connecting groups with each other through convenings, travel to conferences, and by making key introductions across stakeholder groups. However, it is not clear how these efforts contributed to the strength or success of movements. In partnership with others, we invite Mama Cash to identify opportunities to assess what impact such contributions are making in movement spaces.

Continue to move the mark in feminist philanthropy:

Philanthropy is changing, movement actors want to be part of the decision-making process, and to vision new futures and approaches in which feminists have control over their resources. We invite Mama Cash to explore and expand models that move the mark in feminist philanthropy, where self-led groups and women's funds have greater autonomy over resources. These include participatory models and approaches that grow individual and community giving to generate feminist-controlled funding. We note a gap in the feminist funding ecosystem for 'incubation' hosts for nascent women's funds. In the absence of similar examples, we lift up the relationship between Mama Cash and Red Umbrella Fund as an exemplar that has the potential to influence future funding and practice.

Support a stronger culture of learning that centres self-led groups as knowers:

Feminist organizing is the site of knowledge production, and although Mama Cash greatly centres learning emerging from grantee partners, it can do more to lift up the voice and work of the groups it funds. We encourage Mama Cash to explore more space for groups to elevate and centre their work in Mama Cash's external communications and influencing work. Consider co-produced knowledge products on how Mama Cash approaches feminist grantmaking and alliance building.

Widen the horizon for communications:

It is without question that Mama Cash has made significant contributions in global feminist debate. A communication strategy for an organization like Mama Cash should cut across core programming and operations, building direct connections to other strategies and operational pillars. This review found a particularly strong need to connect communications with grantmaking and learning. Finding an avenue to share existing information, and better connect learning, grantmaking, and external communications has the capacity to greatly expand the debate and deepen Mama Cash's impact in the world.

This report was created in conversation with Mama Cash staff, peer funders and organizations, grantee partners, women's funds, and other stakeholders and is offered as a reflection and an opportunity to look back at success, challenges, lessons learned, trends, and unexpected outcomes. The review of Mama Cash's six-year *Funding Feminist Activism* strategy found powerful stories of success and areas that require closer attention. There is evidence of strong performance across the three strategies and the operational pillars. The recommendations included in this report are drawn from conversations with multiple stakeholders and represent an opportunity for Mama Cash to deepen the work that is underway and assess their response to changing feminist organizing and funding ecosystems. Growing fundamentalism, nationalism, and institutionalized patriarchy continue to threaten the lives and livelihoods of feminist organizers and women, girls, and trans and intersex people globally. Mama Cash's unique approach to grantmaking is a message of hope for many organizers and organizations working to build the legacy of feminist activism and leadership—a legacy that will undoubtedly transform systems and build a better world.

Reflections on the ETR

Mama Cash is grateful to the evaluation team for their thorough review and critical external eye, which provides us with a compass as we move forward.

Our reflections on the ETR's findings primarily focus on the three strategies that were reviewed, with brief observations about the findings related to some areas of our operations. We also discuss how we see the recommendations informing our work over the coming ten years, as part of our new Strategic Guide.

Strategies

Grantmaking and accompaniment

The 2015-2020 ETR confirms that Mama Cash's grantmaking and accompaniment practice, with our focus on providing core, long-term funding, succeeds in supporting and nurturing self-led groups of women, girls, and trans and intersex people to strengthen their organisations, build their bases, shift norms, and access key local and national decision-making spaces to carry out advocacy. The findings also lifted up evidence that groups funded by Mama Cash have contributed to making feminist movements more diverse and inclusive, which is one of our aims in funding groups working on under-addressed and contested issues. Grantee-partners confirmed that Mama Cash's long-term, flexible funding model frees groups to set their own priorities and undertake the work they know to be most strategic. In strengthening feminist movements, Mama Cash has contributed significantly to building more connected, coordinated and effective social movements.

In the coming strategic period, Mama Cash will continue to do what we do well: provide core, long-term, flexible grants to self-led groups focused on under-addressed or contested issues. We will continue to strengthen feminist groups and movements at a time when their urgent work to create fairer and more just societies faces mounting resistance and repression.

The ETR identified Mama Cash's accompaniment model as an area for strengthening. We agree that this area of our work warrants continued attention and greater clarity. In Mama Cash's new 2021-2030 Strategic Guide, accompaniment support to grantee-partners remains a core commitment of our Movements strategy. We plan to continue to build on work already done with the Pathways tool to clarify and focus our accompaniment efforts. We will also continue our Resistance and Resilience initiative, in line with the ETR's recommendation to "prioritise learning and sharing on safety, security and wellness".

One central shift in our next strategic period is to become a more fully participatory grantmaker. This decision resonates with the ETR's recommendation that we "continue to explore participation, transparency and democratic processes as key grantmaking principles that will strengthen movements." Over the past strategic period, we have learned that including activists in grantmaking decisions helps to ensure that funding decisions are relevant to activists' contexts and realities, strengthens our accountability and transparency to feminist movements, contributes to shared knowledge building with activists, and shifts power from Mama Cash staff members to movement actors. Specifically, we have built up experience with participatory grantmaking over the past strategic period through the Spark and Solidarity Funds, and indirectly through our hosting of the Red Umbrella Fund. As of 2021, Mama Cash will shift grantmaking decisions from members of our staff to the communities we work with. We are committed to this approach as it ensures that feminist movements have autonomy over resources and more influence in philanthropic decision-making processes – both points clearly recommended in the ETR.

Strengthening women's funds

As the first international women's fund, Mama Cash has long played an active role in promoting the growth and strengthening of other women's funds around the world. In the period from 2015-2020, "strengthening women's funds" was deliberately made a core strategy to enhance this work. The ETR findings show that the twenty-six women's funds supported by Mama Cash from 2015-2020 all showed demonstrable successes in the core work of women's funds: mobilising resources and supporting self-led feminist groups in their contexts. In addition, more than half of the women's funds supported by Mama Cash were able to act to influence other donors, which is another key role that women's funds play as actors in the worlds of both funders and feminist movements. The ETR also notes that Mama Cash's intentional and continued advocacy with donors to raise the visibility and legitimacy of women's funds has contributed to their growth as well as their increased influence in the funding community.

The ETR suggested that Mama Cash's work in community with other women's funds could be strengthened by the creation of more spaces for dialogue and reflections among women's funds. The review also recommends that we pay closer attention to power dynamics, listen better to different voices within the women's funds community, and recognise the different needs within the women's funds movement. In short, we are encouraged to act as more of a peer and partner. We appreciate this recommendation. Over the past six years, as the ETR notes, the ecosystem of women's funds has significantly grown and developed: many women's funds, especially women's funds in the Global South, have accessed substantial new funding streams and are stronger as a result.

In recognition of these changes, as well as to live our values, it is important for Mama Cash to address dynamics of power and privilege, increase our own transparency, and continue to increase access for other women's funds to donor spaces that we can reach. Given these insights, our work with women's funds in the new Strategic Guide makes a strategic shift: we will centre partnership as the model for our work with women's funds. We reflect this by deliberately integrating work with other women's funds into our fundraising and influencing strategies. Indeed, the ETR authors also recommended working more deliberately together with other women's funds to influence the donor community.

One strength of our work with women's funds identified by the ETR is our ability to learn, reflect and change responsively (e.g., the collaborative research with Global Fund for Women In It Together, refining our women's funds criteria, and the creation of the Solidarity Fund) which has built trust and strengthened relationships with other women's funds. We will draw on these existing relationships and continue to listen, learn and adapt as we embark on our new Strategic Guide.

During the next strategic period, our approach is to partner with women's funds to strengthen the ecosystem that funds feminist movements. We will also continue to fund women's funds that benefit from our grant support, especially nascent and emerging funds, through our Movements strategy, but we will strive to hold a partner and peer model in our work with these funds as well. In line with our commitment to sharing decision-making power, we will continue to develop and elaborate the Solidarity Fund, a participatory fund by and for women's funds, which has been positively reviewed as a means to share power with women's funds.

Influencing the donor community

Advocacy to influence other donors' resourcing of feminist movements is a key role for Mama Cash, as a feminist funder that is both closely allied with movements and has access to and credibility in donor spaces and conversations. In the strategic period under review, influencing the donor community was articulated as one of our core strategies for the first time. The ETR confirms that our work with donors to build alliances and collaboration spaces, frame and deepen debates, and share our learning has contributed to increasing and improving the resources available to feminist movements.

The ETR also points out that Mama Cash has built a strong influencing practice grounded in research, knowledge products and thought leadership that has left a mark on others' funding practices. The evaluators credit Mama Cash's leadership in articulating a definition of "better" money – accessible, long-term, flexible core funding – that has influenced how donors shape their giving. We embrace this outcome, as it is clear that better funding for feminist and women's rights movements is urgently needed.

The ETR highlights that over the past six years our strategies for donor influencing have been successful, particularly in terms of generating "more" money. But increases in funding and new funding programmes have not always been accessible to or geared towards feminist movements directly. The ETR clearly recommends that Mama Cash continue to make the distinction between "more" and "better" money, and continue working within donor spaces to build understanding of the characteristics of "better" funding that can meet the needs of feminist groups and movements, especially groups that are smaller and non-formalised. Building on and encouraged by this finding, Mama Cash prioritises donor advocacy that focuses on "better" money in our new Strategic Guide. We will continue to focus on shifting funding practice, and we will continue to use our vantage point as an established funder to share knowledge and learning about what works to resource movements well.

The ETR also recommends that Mama Cash be more intentional in connecting our learning to our influencing, and to invite activists in as equal stakeholders in learning and knowledge building processes. We agree with this recommendation and will prioritise more participatory knowledge building and the co-creation of knowledge in order to centre movement voices going forward.

In our view, the ETR findings did not adequately make the distinction between our fundraising and our influencing successes. For Mama Cash, this is an important delineation as they are separate strategies in the way we organise our work. Our new Strategic Guide makes clear that we see both a role for Mama Cash to move money through our own organisation (fundraising) as well as a need for funding to flow through other women's funds and movement funders (influencing/leveraging).

In the coming strategic period, we will embed our influencing work within the broader strategic objective to mobilise resources. What ties our influencing and fundraising work together is the objective of ensuring that funding moves to feminist movements, whether through Mama Cash or other funding channels.

Operational pillars

Communications

The ETR found many successes in the area of strategic communications and Mama Cash's contributions to global feminist dialogue and debate, but also noted there is room for growth. The review found a particularly "strong need to connect communications with grantmaking and learning." The evaluation team saw this as an opportunity to expand debate and "deepen Mama Cash's impact in the world," a recommendation that we have integrated into our new Strategic Guide.

The ETR found that Mama Cash has created many insightful knowledge products that are used and referenced by movement actors and funders alike, but the evaluators urged Mama Cash to go further. They recommended centring learning emerging from grantee-partners, creating more space within Mama Cash's communications to lift up the voices of activists and to consciously build a culture of learning that centres self-led groups as knowers. The new Strategic Guide thus articulates a commitment to sharing our learning in dialogue with activists, funders and other stakeholders in order to build our movements, and to ensuring that our knowledge building is participatory and centres activists' voices.

Fundraising

The ETR found considerable success in our fundraising over the past six years, particularly in our work with institutional donors. However, given our long-term ambitions for greater financial autonomy, the ETR highlights the importance of paying attention to sharpening our individual fundraising strategies and honing in on what works to develop our individual donor base, both within and outside the Netherlands. Philanthropy is an ever-changing practice, and one of the ETR's recommendations is to continue pioneering new practices in feminist philanthropy, and specifically, to explore new approaches to individual and community fundraising that will generate more resources that will be controlled by feminists.

We agree with these ideas, and for this reason have organised all our fundraising work, including our work with individuals, into one of our two strategic areas in the new Strategic Guide. We call this area "Money" (which also includes our donor influencing and communications work). Securing more funding from individual donors to support feminist activism – *connecting people who care with people who dare* – is a key goal in our Money strategy for the coming decade. In the coming years, we will

sharpen our strategies to mobilise money from individual donors and seek to increase both the number of donors, as well as the overall income from individuals giving to Mama Cash.

Sustainable Operations

The ETR's findings confirm the direction we have chosen to take in our operations and encourage us to stay the course as we move forward. It is inherent to the issues we want to address, especially in deepening our justice, diversity, equity and inclusion practices, that this will be a long-term process, requiring constant and consistent attention.

The ETR found that Mama Cash has made progress in attracting and recruiting staff members who can better understand Mama Cash's constituents in the Global South and East. While there were only four staff working remotely outside the Netherlands prior to the pandemic, the ETR notes that this number could be increased to more fully represent the regions in which Mama Cash works. We agree and our new Strategic Guide sets an outcome around this effort, linked to increasing the number of staff based outside the Netherlands to strengthen our connections to the movements and activists we work with. In addition, we aim to build an organisation that reflects the specific constituencies and feminist movements with which we work, through attending to the composition of our Supervisory Board, Managing Board and staff body.

The findings regarding our progress in the area of digital security are encouraging, and the recommendations in this area suggest that we are on the right path. Given what is at stake for our partners, we will continue to build out our operations to be secure, effective and sustainable.

Mama Cash is grateful for the ETR's very thorough and probing review. The ETR has provided both input to and confirmation of the strategic directions we will take in the coming decade, and it gives us a solid foundation of results and learning to build on in our next ten years of resourcing feminist movements globally. We have used, and will continue to use, the report as a learning resource for our work going forward in the new 2021-2030 Strategic Guide: *"In Movement Together: Funding Feminist Activism Globally."*