

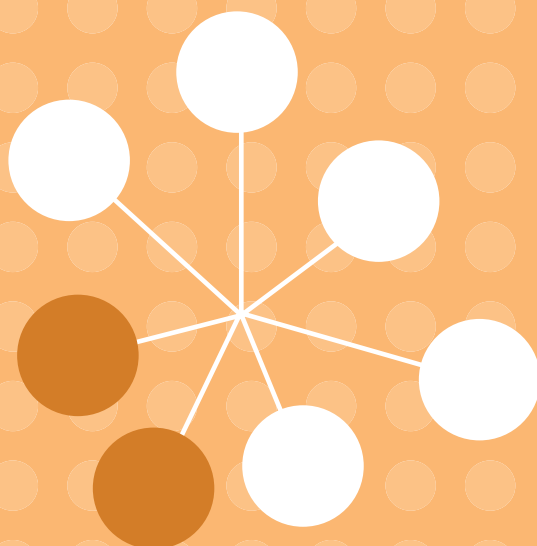
**2012**  
**PRACTICAL**  
**WISDOM**  
FOR GRANTMAKERS

**grantcraft**

# FUNDING FOR INCLUSION

## Women and Girls in the Equation

- 2** Linking gender and inclusion: With women and girls in the equation
- 6** Funding for inclusion: European examples
- 8** Balancing the equation: Entry points and allies
- 13** Becoming a more inclusive foundation
- 16** Taking a look at how you work
- 21** How do you monitor and evaluate?



**ma  
ma  
cash**



[www.grantcraft.org](http://www.grantcraft.org)

# Contents

---

# Funding for Inclusion

## Women and Girls in the Equation

### **2 Linking gender and inclusion: With women and girls in the equation**

What inspires European foundations to support women and girls and address gender and other aspects of social identity? This section looks closely at gender analysis – what it is, what it does, and what it is not and does not do.

### **6 Funding for inclusion: How European foundations are supporting women and girls**

European foundations do many things to support women and girls and address gender and other social differences. Overall, there are two main approaches: specific projects and programmes with women and girls, and mainstreaming gender perspectives into some or all of a foundation's work, including looking at gender ratios on its board, staff, juries, and advisory committees.

### **8 Balancing the equation: Entry points and allies**

European foundations use a myriad of entry points to spark conversations and shift practices on gender, including a board member's concern, a compelling story, research, media articles, or an internal review. Supporting and working in alliance with women's organisations can also open pathways to more inclusive funding, deeper knowledge and expertise, and new contacts.

### **13 Becoming a more inclusive foundation**

A number of ingredients are essential to ensuring that a foundation is funding inclusion with women and girls in the equation. These include a supportive and informed leadership of staff and board, a clear approach, and a basic level of competency and awareness on gender issues across the foundation. Access to internal or external gender expertise is another important ingredient.



## 16 Taking a look at how you work

Funding for inclusion – with women and girls in the equation – may require making adjustments to how a foundation engages with stakeholders and structures its programmes. Application processes and procedures may also need to change. Examples show how foundations adapted the way they work to reflect principles of gender equity.

## 21 Funding for inclusion: How do you monitor and evaluate?

Examples of how foundations monitor and evaluate gender mainstreaming and specific programmes for women and girls.

## SPECIAL FEATURES

### 5 What is gender analysis?

### 12 Women's organisations and movements: What do they do?

### 23 Learning from the experience of other foundations – in summary

### 24 FAQs and CAUs (Commonly Used Arguments)

### 25 Useful contacts and resources (general, thematic, monitoring & evaluation)

**Research on the funding patterns** of several foundations conducted in 2011 revealed that the European foundation community can play a much more central role in improving the position of women and girls worldwide. With the aim of inspiring and helping to tap this potential, this guide explores how foundations in Europe can deepen their commitment to reaching and empowering women and girls, and provides practical strategies for how to integrate that commitment into their work.

The guide was written by Helen O'Connell and edited by Andrea Lynch. Andrea Cornwall was advisor to the project and Zsofia Lang provided logistical support.

This guide was co-commissioned and co-edited by Mama Cash. GrantCraft wishes to thank Alejandra Sardá-Chandiramani, Esther Lever, and Nicky McIntyre of Mama Cash, who offered invaluable support in realising this guide. Founded in 1983 in the Netherlands, Mama Cash is the oldest international women's fund in the world. Mama Cash mobilises resources from individuals and institutions, provides funding and accompaniment support to women's, girls,' and trans groups, and helps to build the partnership and networks to defend and advance women's and girls' human rights globally. Mama Cash also plays a catalysing role within the European philanthropic sector to promote philanthropy that advances women's rights.

GrantCraft and Mama Cash would also like to thank the Barrow Cadbury Trust, which provided funding support for this guide.

This guide is part of the GrantCraft series. Resources in this series are not meant to give instructions or prescribe solutions; rather they are intended to spark ideas, stimulate discussion, and suggest possibilities.

GrantCraft is a joint project of the Foundation Center in New York and the European Foundation Centre. For further information please contact Rosien Herweijer in Brussels ([rherweijer@efc.be](mailto:rherweijer@efc.be)) or Lisa Philp in New York ([llp@foundationcenter.org](mailto:llp@foundationcenter.org))

To access this guide and other resources, please visit [www.grantcraft.org](http://www.grantcraft.org).

You are welcome to excerpt, copy, or quote from GrantCraft materials, with attribution to GrantCraft and inclusion of the copyright.

©2012 GrantCraft

# Linking Gender and Inclusion

---

**E**uropean foundations work with women and girls in a large variety of ways for an assortment of reasons. Many programmes and projects are making a real difference in addressing the inequalities and disadvantages faced by women and girls in the areas of education, employment, health, migration, science, peace, and democracy, both in Europe and globally. Yet many European foundations say they do not “do gender”. Only when asked for more details about what they are doing do they reveal that their work addresses issues that many would consider “gender issues” – it is just that foundation staff and leadership do not identify them as such.

For this reason, in order to explore how foundations improve the situation of women and girls – increasing women’s access to opportunities, fostering gender justice, whatever terminology a foundation prefers – it can be helpful to approach the question through the broader lens of social inclusion. The work of foundations in Europe is driven by a range of goals and imperatives, the importance of which varies country by country, and sometimes even from foundation to foundation. Some aim to promote innovation, some to foster pluralism, others to provide services and address social needs that are inadequately addressed by local or national government – either in close collaboration or at a deliberate distance. Others explicitly aim to advance social justice or are inspired by the spirit of global altruism. All of these questions influence how a foundation articulates and addresses gender and inequalities between men and women in its policies, programmes, and practices.

Despite the diversity of foundations’ approaches and priorities, most foundation work shares a common focus on people: women and men, girls and boys, trans people, and intersex people. This

common focus on people makes acknowledging the influence of gender, and the power relationships that underpin it, an important aspect of any foundation’s work. In the absence of that lens, it is difficult to determine if you are reaching and engaging with people and communities effectively.



The family and child protection programmes funded by one foundation were initially focused on children, until they learned from research that in order to effectively improve life outcomes for children, they also needed to work with parents and address gender issues. In order to reach fathers and improve parenting, promoters go to the coffee houses where the men meet. By working directly with fathers, the foundation hopes to inspire a more equal distribution of decision-making and caring roles within families and households, in turn demonstrating that an increase in democracy within households yields benefits for all household members.



Supporting the development of a network of women human rights defenders in Nepal was how one foundation sought to amplify women’s voices in discussions and debates on

---

human rights issues. The network offers training on international human rights guidelines and peace-building, and maintains a support system for women human rights defenders in crisis. It also opens a space for such women to talk about the violence they face and learn how to document their experiences. The network has gained publicity and recognition, and some members were elected to the constitutional assembly, where they can advocate for better inclusion of women's rights in state structures and legislation. Slowly, their work is improving the situation of women human rights defenders.

**What do we mean by gender?** Across countries and within communities, individuals' gender identity and gender expression are shaped by experiences, beliefs, personal inclinations, external expectations, and societal pressures. This guide acknowledges gender as a spectrum, rather than a binary, in recognition of people's diverse experiences and expressions of gender, which often fall outside the rigid categories of "feminine" and "masculine." It also includes many references to trans people and intersex people, two groups that face both overt and subtle forms of violence and discrimination in societies around the world, but that often remain invisible in discussions of gender and development. Trans identity can include people who are transgendered, transsexual, and gender non-conforming, among other possibilities. This guide uses the term "trans people" as a general term for people who self-identify in one of these ways. It uses the term "intersex people" to describe people who are born with a reproductive or sexual anatomy that does not fit within the typical definitions of female or male.

**Could gender analysis change your understanding of what is going on?** Many foundations address social exclusion, whether it stems from class, ethnicity, disability, age, or another aspect of people's identities or circumstances. Doing a gender analysis can help such foundations become more deliberate about bringing people who face discrimination on the basis of their gender into that equation. Gender analysis can help identify the factors that shape women's and girls' exclusion, highlighting the

specific obstacles that prevent them from achieving their potential in society: lack of respect for their human rights, unequal access to opportunities, and uneven distribution of responsibilities, to name a few. By shedding light on differences that might otherwise remain invisible, gender analysis helps to generate information that foundations can use to improve their programming, and to reorient their funding so that it is more closely aligned with achieving their purpose and aims. As one foundation chief executive put it, "What do you have to lose by doing a gender analysis?"

*"Unless gender issues are addressed, an organisation is only touching the periphery. The gender dimension makes itself prominent regularly in social justice work: Who is excluded? Women. Who experiences financial inequality? Women."*

Doing gender analysis is not just about improving efficiency and effectiveness, it is also about ensuring that a foundation's projects and programmes do not end up unintentionally reinforcing stereotypes, attitudes, or practices that can result in discrimination against women, girls, and trans people. Applying a gender lens can expose the extent to which a foundation's focus issues and programme areas effectively address gender – even issues such as the environment, democracy, civil society, human rights, security, and science, which may not bring gender to mind for everyone. It helps foundations foster consistency across their funding portfolios, ensuring that their work is broadly inclusive of women and girls, while also taking into account the specific needs of men and boys.

**What is the significance of making gender differences and biases visible?** Using gender analysis is an effective way of ensuring that foundations' work does not unfairly privilege one group over another, since it makes the lives and experiences of groups across the gender spectrum more visible. Gender analysis can also expose the diversity of interests and priorities among men and women in differing circumstances – for example, older women and men struggling with dementia, women and men from refugee communities, or adolescent girls with children who are striving to balance their responsibilities as parents with their own educational and professional development. In the words of one programme director, "We target funding at groups who are marginalised, disadvantaged, and discriminated against, and recognise that women have different experiences of poverty and inequality. We acknowledge that certain groups have additional issues – for example, youth, poor people, migrants, refugees, LGBTI people, and women within those groups."



One foundation shared an exciting programme that seeks to address the connections among disability, age, and gender. The foundation provides opportunities for young people, people with disabilities<sup>1</sup>, and marginalised women to come together to share experiences and begin to understand one another better. Including gender in the picture allows participants to engage with multiple dimensions of difference.



Another foundation that works with migrant communities combines expertise on gender, social protection, migrant rights, labour issues, and other relevant issues during joint visits. This ensures that multiple dimensions of inequality are discussed with women and men from the communities where the foundation works, resulting in more holistic solutions to complex problems.

Effective gender analysis does not stop at the experiences of women – rather, it examines how restrictive norms oppress people across the gender spectrum, including men, women, and trans and intersex people.

<sup>1</sup> We use the expression "people with disabilities" as used by the UN and the European Disability Forum.

Recognising the identities and experiences of trans and intersex people in particular is an important part of supporting development and inclusion in societies worldwide, since people who do not conform to social norms of gender identity and expression face human rights violations in virtually every aspect of their lives. Trans and intersex people often live in societies that criminalise their very existence, deny them access to healthcare, jobs, and education, and render them vulnerable to violence at the hands of the police.

Women, girls, trans people, and intersex people often experience gender discrimination along with other forms of institutional discrimination, such as racism and homophobia. These other dimensions of identity – including age, ethnicity, race, sexuality, citizenship status, HIV status, able-bodiedness, and religion – interact with gender to structure power relations and shape individuals' experiences and possibilities in societies around the world. Identity is complex: Women with disabilities may face challenges that neither men with disabilities nor able-bodied women face – for example, contending with the stereotypes that they require constant care and protection, that they are unfit to be parents, and that they are incapable of productive work.

#### **Why would you want to balance the equation?**

Gender issues affect everyone. Addressing the exclusion and marginalisation of women and girls is a step towards creating societies that are fairer for all. This does not mean "taking from" one group to give more to another; it means knowing what each group needs, recognising under what circumstances it is necessary to provide additional support to certain groups, and determining how best to provide that support. This is how one project manager explains it: "We launched a new call for proposals on social inclusion with a wider target: victims of exploitation of any gender. Women were obviously included, but the intentional goal was not to exclude potential male 'victims' or other disadvantaged groups." As this project manager's words demonstrate, working for inclusion is about balancing the equation.

# Gender Analysis

## What It Is, and What It Does

**Gender analysis is a form of inquiry.** Gender analysis examines how people's gender identity and expression determine their experience of a foundation's programmes, policies, and even organisational culture. An effective gender analysis focuses on framing questions, rather than dictating answers.

**Gender is social.** The term "gender" refers to the social positions of men and women and of trans and intersex people, including our assumptions about what it means to be a man, woman, trans, or intersex person. Understandings and expressions of gender identity differ from society to society, place to place, and era to era. The point of gender analysis is to identify and anticipate differences, explore their significance, and respond to them, as well as gain a deeper understanding of how various forms of inequality intersect and interact.

**Gender analysis improves programmes.** As grant makers have learned from their own experience, inequitable programmes or policies tend to be less effective than equitable ones. Unfortunately, in the absence of a gender analysis, such inequities are easily overlooked. Gender analysis can help identify and correct these problems, thereby contributing to a foundation's overall effectiveness.

**Gender analysis can promote social justice.** Policies, programmes, and institutions that consciously or unconsciously discriminate against women, men, trans people, or intersex people, or that fail to recognise the role gender plays in their work, do not simply lead to isolated instances of discrimination toward individuals. They are also at risk for perpetuating wider systems of injustice, inequity, and exclusion. Such oversights often arise from failing to examine aspects of daily life that require some degree of conscious inquiry in order to be fully understood. When these inquiries lead to both understanding and action, the result is often a more equitable workplace, community, or society.

## What It Is Not, and What It Cannot Do

Gender analysis cannot explain everything. Social position is about more than just gender. Class, race, and ethnicity matter too – as well as religious affiliation, caste, clan, age, sexuality, and ability. However, gender analysis is an important first or additional step in efforts to analyse programme effectiveness through the lens of identity and difference, since gender plays an important role in societies around the world.

Gender analysis does not compromise neutrality. Maintaining a "neutral" stance on gender is not, in fact, neutral, since such a stance is inherently biased toward the status quo, and the status quo is characterised by inequalities and power imbalances. Thus, the real choice facing many foundations is not whether or not to "take on" the issue of gender: it is whether or not to recognise and engage with how gender is already shaping its work.

Gender analysis is not just about women. Because "neutral" in fact means "male" in most societies, gender analysis places a central emphasis on understanding the implications of policies and programmes for women. However, effective gender analysis requires engaging with and assessing impacts for people from across the gender spectrum, in diverse circumstances and with a wide range of other social characteristics.

Source: this box draws on *Grant Making with a Gender Lens* (GrantCraft 2004)

# Funding for Inclusion

---

**F**oundations support women and girls in a myriad of ways, and their work contains a wealth of examples to inspire others working on similar themes. Some foundations operate or fund specific programmes for women, others ensure that women's needs and interests are represented and addressed across their programmes. Some foundations do both.

**Projects or programmes supporting women and girls.** Women and girls face many barriers to full participation in their societies. It can be difficult for girls to initiate or complete their educations, or to study certain subjects or train for jobs traditionally viewed as inappropriate for women. Women may find themselves excluded from work, or kept in menial positions while their male colleagues continue to advance. Women and girls who experience sexual harassment or sexual violence may have nowhere to turn, unable to access justice or supportive services. In most countries, women are still significantly under-represented in politics and political parties. Parliaments, assemblies, and councils are often male-dominated environments where it is difficult for women to ensure that their voices are heard – especially when they raise the need for policies or laws that challenge privileges and prerogatives enjoyed exclusively by men.

To address these barriers to inclusion, European foundations have established and supported many initiatives that focus specifically on women and girls. Some initiatives are aimed at supporting particular groups of women to tackle these barriers directly – such as a programme that supports the participation of migrant women in the labour market through skill-building, language, and bicycle-riding courses, or soft skills training for young women scientists as a means to increase gender diversity in the senior echelons of scientific institutions. Others address underlying causes of discrimination and inequality by promoting the leadership of women and girls and strengthening their organisations and movements. Others are more specific:

for example, several initiatives designed to support sex workers are focused on equipping them not only to organise for better labour conditions, but also to address wider issues of stigma and discrimination.

Several foundations focus attention on the situation of women and girls in conflict-affected countries – for example, by supporting projects to address women's security needs and enhance their roles in peacebuilding, or by helping girl ex-soldiers reintegrate into society, since the specific needs of girls in this situation are often neglected by large-scale reintegration schemes. Raising awareness of issues affecting women as a matter of public concern, with the aim of influencing public policy and social action, is the priority for a number of foundations, some of which sponsor initiatives that use radio programmes, campaigns, and "soaps" or other socio-dramas to focus public attention on issues such as trafficking.



An initiative supported by one foundation offers women's groups and organisations first-time funding for projects of their own choosing. The idea is that this funding can serve as a trigger for fledgling organisations, allowing them to gain experience and deepen their efforts to create change. In this way, the foundation supports the strengthening of women's organisations and their engagement in public life. At the end of each 12- to 18-month grant period, grantees exchange experiences and lessons learned, compiling their stories and strategies in a book that can be distributed to other groups confronting similar issues in different circumstances. By not dictating these



---

organisations' priorities, the foundation offers women's organisations the flexibility and the support to address whichever issues are the most urgent priorities for women and girls in the communities where they are active.

**Addressing gender throughout your portfolio and organisation: Mainstreaming.** Initiatives that focus exclusively on women and girls play an important role in building gender equity worldwide. However, in order to institutionalise a commitment to gender equity, foundations must also pay attention to how all of their initiatives engage women and girls and address broader gender issues, since many so-called "gender-neutral" initiatives unintentionally perpetuate exclusion and discrimination. A commitment to "gender mainstreaming" simply means ensuring that programmes do not cause harm by not paying enough attention to gender issues. Such a commitment yields benefits across a foundation's programmes, since in the words of one project manager, "Gender mainstreaming ... just has to be done to do good work, as part of the work."



One foundation sought to integrate a gender approach throughout several of its programmes in one country: environment, women, housing, child abuse, and human rights. Joint staff visits were made to understand the context from these differing perspectives, a process that resulted in a joint strategy and budget for a new cross-programme initiative applying a gender lens to all of the programme focus areas. To take one example, in the area of housing, staff members identified women's key concerns and challenges, explored how to build a women's movement to address housing issues, and worked to ensure that government-sponsored housing schemes were accessible to women. Working in this way ensured that all of the foundation's programmes were benefiting women and girls.

Asking questions about gender can expose gaps and opportunities, open up new directions and possibilities, make funding more inclusive, and address people's differing needs and interests. Not every stakeholder is easily convinced of the

usefulness of gender mainstreaming, but making a case for how it can serve a foundation's overall objectives can help. As one foundation executive targeting the needs of an ethnic minority group found, "At first the foundation was not interested in having a gender focus. But then we realised that in order to operate successfully, we have to consider this aspect as well."

**Combining specific projects or programmes with a commitment to gender mainstreaming.** Some European foundations have determined that in order to be effective, they must invest in both stand-alone initiatives for women and girls and wider efforts to institutionalise a commitment to gender equity across the organisation's programmes, practices, and portfolios.

Starting with a specific programme for women and girls leads some foundations to reflect on what else might be needed to bring about the kinds of social transformation they are seeking, and from there, develop approaches that engage more broadly and deeply with questions of gender and power.



A foundation started with a focus on projects on health for women and girls in West Africa, and then realised it was not enough – they were funding local associations that provided support services to women but not thinking of how women could empower themselves. The foundation re-titled the programme Gender and HIV/AIDS, and expanded it to include efforts to address violence, raise awareness of women's rights, and support women's empowerment. Next, they realised there was another gap in their work: 85–90% of the people who seek help from the local associations they fund are women. So they asked themselves, "Where are the men, and how can we improve access to testing and care for them?" and went on to refine the programme accordingly.

Starting with a stand-alone project can enable an organisation to pilot innovative ideas and seed opportunities for learning and exchange, generating lessons that can be applied to its own work, as well as shared with other foundations seeking to build their expertise and knowledge in this area.

# Balancing the Equation

---

**W**hether you are a board member, chief executive, senior manager, staff member, or adviser in a foundation, there will always be at least one entry point you can use to influence how the foundation engages with women and girls. You can start a new initiative, modify an existing programme, or simply convene an informal discussion with colleagues. Finding an appropriate entry point is the first step, and there are many allies and resources you can draw on in this process. The experience of foundations in Europe covers many different thematic areas and offers insights and ideas that may spark your own creativity and innovation.

Integrating gender analysis at all levels of a foundation's support is a long-term process, but it is possible to start in small ways and slowly gather momentum for more significant changes. One respondent advises, "What's important is to do something ... and don't be afraid." As another practitioner points out, starting early can be advantageous: "Among the founders there was a strong awareness from the early stages on that we had to make women's issues visible ... to try to change policy and legislation. ... Somebody said to me, 'We build the house first, and then we can furnish it.' The furnishing would be the women's rights. But we wanted to make these visible from the beginning."

**How to start the conversation?** Conversation is often the first step in raising awareness, which is a prerequisite for action. As one foundation commentator observes: "The main barrier is awareness: If an aspiring philanthropist does not personally feel that life may be different for women and girls, it is unlikely that they will engage." Conversations about gender can start at many different levels of the organisation, in both formal and informal

contexts. Having support from above can be particularly important: Sometimes board members are excited about supporting a particular initiative that has to do with women and girls, and their enthusiasm may represent an opportunity to spark a wider conversation about gender across the foundation's portfolio and programmes. In other cases, a commitment to promoting gender equity from managers and staff can stimulate the interest of leaders and other decision-makers.

**Testimonials and data can tell strong stories.** Telling a compelling story about women and girls – ideally one that makes gender relations evident – is a great place to start. Stories are a wonderful means of building knowledge among colleagues and board members and making the case for gender-inclusive funding. Stories of change can move people to think and act differently. They can also be an entry point for encouraging organisations to experiment with new ideas, take risks, and try new strategies and approaches. Other colleagues may require quantitative data to be convinced of the importance of gender analysis and the role it can play in increasing programme effectiveness.

---

Some may be motivated by research documenting the realities of marginalised women's and girls' lives, others by accounts of their achievements. One staff member used stories and research about funding for women's organisations to convince the board of the urgency of stepping up their support: "the situation of women's organisations, what they did, and how women dedicate themselves and have few resources and burn themselves out."

Many philanthropists and foundations – especially those that explicitly identify as feminist, or that focus on gender equity and social inclusion – recognise the critical role played by women's organisations in communities and countries around the world. Although some practitioners suggest that such organisations are sufficiently resourced, there is ample evidence<sup>1</sup> that the funding available for their work is in fact severely limited, and that smaller organisations face a particularly daunting funding landscape. Further, recent research<sup>2</sup> has demonstrated that the limited funding available for such organisations does not always enable them to spark deeper change, stating that "International funders are missing an important opportunity to support WROs [women's rights organisations] in a manner that would optimise their capacity to mobilise women to formulate and voice their demands for gender justice."

**Research can be an entry point for action.** For many foundations, solid research was a key entry point for recognising gender issues and initiating more inclusive support. Research findings on the impact of gender inequalities in certain communities, or related to certain themes, are a powerful incentive for many foundations to rethink the degree to which their work effectively supports women and girls. For example, research showing income and other inequalities among women in ethnic minority communities can motivate foundations to reflect on the varying impact of their programmes on diverse members of the same

community. Likewise, evidence of discrimination experienced by lesbians and gay men, as well as bisexual, trans, and intersex people, can move foundation staff and leadership to action. Finally, statistics demonstrating the underrepresentation of women in leadership positions in the upper echelons of science, in formal politics and public life, in local community affairs, and in peacebuilding efforts, has spurred many foundations to initiate programmes aimed at increasing women's participation in governance and leadership in other influential decision-making bodies.

Many foundations find it useful to combine research demonstrating the extent of a phenomenon with research that specifically explores how that phenomenon affects individuals and communities, together with documentation of effective strategies for addressing it. "Evidence" is often assumed to be synonymous with the kind of quantitative information that is generated by surveys, but such information often only tells part of the story, and is certainly not the only way to build legitimate knowledge of the nature and extent of a phenomenon. As one foundation manager explains, "We rely on evidence, but realise that there are whole other areas and issues not covered by formal research and statistics. ... statistical data do not cover everything – for example, the situation of irregular migrants."<sup>3</sup>

**Media articles make injustices visible.** Articles in the media, particularly those that inspire emotion and consternation, can be effective tools for inciting colleagues on a foundation's board or staff to action. An article on the situation of women domestic workers in North Africa led one foundation to initiate its own research on the global phenomenon of violence against women. The research showed that despite significant evidence of the pervasive violence women faced, little action was being taken to address the issue. The process helped clarify which aspects of the phenomenon the foundation could be most useful in addressing, and resulted in a specific programme

---

1 AWID (2006 and updated in 2009). *Where is the money for women's rights?*

2 Pathways of Women's Empowerment and the Royal Tropical Institute (2011). *Rights and Resources: The Effects of External Financing on Organising for Women's Rights.*

3 The term "irregular migrants" refers to people who are not complying with some aspect of immigration law and rules.

---

of work on violence against women. In this case, although the media coverage served as a trigger, it was the organisation's own research that convinced the board of the "depth and breadth of violence against women," inspiring them to commit to a long-term programme.

**A clear problem, a tried and tested solution.**

Not all gender issues are simple, and many require complex solutions. However, highlight-

*"Gender is not something extra to do. It is about being more efficient."*

ing a specific issue, together with a set of possible and implementable strategies for addressing it, can help capture the attention of managers and boards. To achieve this goal, it helps to connect with organisations experienced in tackling the issue. This is how one programme manager sees it: "Board members are attracted to anything where there is a clear problem and we are providing an idea about what the solution might be. ... In women's issues, some things are easier wins. Regarding female genital mutilation, it is easy to ask board members ... because it is such an obvious abuse of girls and women's rights." Starting off with a very visible issue can be an effective strategy for putting women's and girls' lives and rights on a foundation's radar.

**Outside criticism can be a wake-up call.** When criticism is legitimate and strikes a chord, it can have a positive ripple effect. For example, in another foundation, a senior staff member was criticised by women for not having a single woman speaker at a scientific conference organised by the foundation where she worked. She realised the criticism was accurate and decided to take action. It was quite well-known in her country that there was a sharp drop-off in the number of women in science at the post-doctoral level – a situation that she felt certain was not simply a result of

women's struggles to balance their domestic and professional lives. To verify her supposition, she spoke with people who held leadership positions in scientific institutions, obtaining their support for her ideas. She developed a proposal to build the "soft skills" of exceptionally brilliant women scientists, and presented it to the board at a strategic moment – immediately following a public figure's speech about the need for quotas. Her proposal was approved, leading to a subsequent proposal for more careful monitoring of diversity on conference panels, as well as efforts to ensure more gender diversity in the foundation's own decision-making bodies.

**Internal review of programme performance.**

Incorporating a gender analysis into reviews and evaluations can be an important trigger for focusing attention on the need to increase inclusion of women and girls. For instance, a major review of one foundation's funding included a mandate to explore gender issues. A staff member recalls, "The board members asked staff for a policy paper ... The paper covered the facts, the reasons why, which women's issues needed attention, what could the foundation do, and how would it have to change?" In another case, a foundation that supports people with disabilities through a project promoting enterprises that provide adapted workplaces realised that women were significantly underrepresented as beneficiaries. They commissioned a study on gender and disability, analysing the factors that hindered the participation of women with disabilities, and presenting their findings at a conference designed to put gender on the agenda in the sector.

**Mandatory and voluntary commitments to an equal opportunity agenda.**

Equal opportunity requirements may be an entry point for foundations to reflect on gender – although they are not always a promising strategy for convincing leadership of the need for deeper, structural changes. As one adviser states: "Management will simply say they do not discriminate." In some cases, however, the equal opportunity agenda can inspire foundations to examine the ratios of women and men within their own organisation's board, man-

---

agement, and staff, leading them to take note of gender ratios within the organisations and constituencies of its partners or grantees. One respondent emphasised that “the foundation always checks the composition of the management board of applicants, and checks who is invited to conferences and seminars. It always asks questions and monitors.”

**Putting women’s rights on the human rights’ agenda.** Human rights are central to the missions of foundations working for social justice and societal change, even if they are not explicitly articulated as such. An implicit or explicit commitment to human rights can be a promising entry point for reflection on the connections between respect for human rights and the importance of women’s rights. As the 2003 Vienna Declaration and Programme of Action states,<sup>4</sup> “The human rights of women and of the girl-child are an inalienable, integral and indivisible part of universal human rights. The full and equal participation of women in political, civil, economic, social and cultural life, at the national, regional and international levels, and the eradication of all forms of discrimination on grounds of sex are priority objectives of the international community.” Similarly, the declaration stresses that gender-based violence and all forms of sexual harassment and exploitation are incompatible with the dignity and worth of the human person. Raising women’s rights issues transforms the human rights agenda and the prevailing notions of “priority” rights and issues – for example, when considering rights violations in conflict-affected areas, designing justice and reparation processes, affirming religious rights, and developing and implementing anti-trafficking policies. Women’s rights are human rights. So when an organisation is committed to human rights, you can always legitimately raise the issue of women’s rights.

**Women’s organisations can be valuable allies.** Women’s organisations play an invaluable role in efforts to increase the equitable inclusion of

women and girls worldwide. Such organisations can be led and staffed by women who are themselves economically, politically, socially, or sexually marginalised, or by women of relative privilege who organise as a means to support and promote the rights of more marginalised women. By engaging with such organisations, foundations can learn more about the situations and struggles of the diverse communities of women that they seek to support. The relationships among foundations, women’s organisations, and women’s funds can be mutually beneficial, creating opportunities to exchange knowledge, experience, and analysis, and building alliances that can help advance shared goals at various levels. Furthermore, women’s organisations and the foundations that support them are in an ideal position to serve as allies and resources for people in mainstream foundations seeking to spark changes in their own institutions.

Several foundations focus on providing direct support for autonomous women’s organisations and women’s funds as a means to build women’s local leadership and support the emergence and development of strong women’s movements. Recognising the vital contributions of women’s organisations in efforts to spark social change, some foundations actively seek out opportunities to fund them. As one practitioner states, “The foundation sees women’s organisations as organisations [i.e. not as project implementers or service providers] and wants to support their existence, their mission, their role in building a country-wide women’s agenda.”

---

4 Paragraph 18, Vienna Declaration and Programme of Action, UN World Conference on Human Rights, Vienna, June 1993.

# Women's organisations – what do they do?

Women's organisations are heterogeneous, playing diverse roles in their communities, countries, and regions. Following are some examples of the kinds of activities on which they focus:

- Mobilising and organising to raise women's voices
- Building feminist and self-led movements of young women, older women, Indigenous women, women with disabilities, women living with HIV, rural women, women workers, women in business, women in science, women researchers, and others
- Building activism and leadership among women of all ages
- Raising awareness of different women's needs, interests, and rights and of key issues in gender equality, including reflection on masculinities
- Putting issues such as gender-based violence on the political and public agenda
- Advocating for gender-sensitive legislation, policy, and governance that responds to the specific needs of women and girls
- Monitoring the implementation of relevant laws, policies, programmes, and international agreements
- Holding governance institutions accountable to their commitments by serving as a "watch dog"
- Encouraging and supporting women political candidates and supporting women who have been elected to public office at the local, national, and regional levels
- Building alliances with women parliamentarians and local councillors
- Providing expert advice and briefings for parliament, government ministries, and service sectors
- Engaging in national and international networking and advocacy – for example, on compliance with international women's human rights standards and implementation of the Beijing Platform for Action and the African Union Protocol on Women's Rights

# Becoming More Inclusive

---

Once gender is on the agenda, there are many ways to work toward becoming a more inclusive foundation – with women and girls in the equation. The following section highlights successful experiences and strategies used by European foundations to deepen investments in inclusion from a gender perspective.

**Leadership leads to success.** Foundation staff keen to promote inclusion and gender sensitivity are making active use of all the entry points listed above. However, the changes they have managed to spark need support from senior management and board members in order to deepen and institutionalise. Support from above helps build an enabling internal and external environment for the promotion of gender equity. “The chair talks about the [women in science] programmes as two of the foundation’s flagship programmes. He makes it explicit that the programmes are highly valued.... The programmes have helped raise the foundation’s reputation. The board is the biggest ally.... Also, other staff members see how the topic of these programmes is highly valued – this has an impact.”

Support from senior management plays a pivotal role in enabling grant or programme managers to seize opportunities for innovation with new partners or on new issues, and to reach beyond a foundation’s comfort zone. For example, one interviewee reported that “The board is very supportive of gender issues and working with women’s organisations. They see this as a very important issue for the foundation; they see the need to be brave. They want to see social change. They are willing to approve ‘risky’ proposals and manage the risks.”

In one foundation the recruitment of a new chief executive with a strong background in gender was the catalyst for the establishment of a more substantial programme for women and girls. Working alongside a staff member with gender expertise,

and with the support of the board, the new CEO was able to increase the budget for this area of work, as well as raise its profile within the institution. In another foundation the managing director openly supports gender mainstreaming. As one of his colleagues says: “His support is very important. Gender mainstreaming is in the strategy plan approved by the board. It’s a process still, but board members are well informed.”

Working in an enabling environment for gender-inclusive funding can also boost morale. In the words of one programme director: “Board members are very active. It’s a privilege to work here.... You don’t have to fight to keep women’s rights and gender on the agenda.” In many foundations, however, the institutional culture is unfavourable, and sometimes even antagonistic, for the adoption of a gender perspective. In such contexts, one or maybe two individuals have to work quietly and with minimal backing to support women and girls and champion work with women’s organisations.

**Naming your commitment.** Leadership support allows a foundation to free up internal capacities and creativity and to publicise its interest in gender and in investing in women and girls to potential allies and partners. Some foundations explicitly name their commitment in the form of a policy statement on funding for inclusion – with women and girls in the equation. This can be valuable, even where gender-inclusive funding is quite well integrated in a foundation. Such an explicit, public statement of commitment does not need to be long and complex – it can be rather short and simple.

---

**Clarifying your strategy and approach.** Developing and operationalising an explicit strategy for making funding more inclusive can help clarify the nature and extent of an organisation's commitment to gender sensitivity. As one interviewee recounted, "Almost everyone agreed that there needed to be a separate strategy for a women's programme. There was a consensus among board members and the staff that we have to continue with what we do, but in a more structured and conscious way."

**How do you put your values into practice?**

Foundations are guided by their missions and principles, which are themselves based on the priorities and values of their founder(s) and/or their board. As mission-driven institutions, foundations have a commitment to ensuring that their principles are reflected in their strategies and operations. In the words of one executive, "The culture of the foundation is where gender and women's issues begin and end." Ensuring that there is close alignment between the values implicit in a foundation's mission – for example, social justice or societal change – and its approaches to fulfilling that mission can significantly enhance an organisation's capacity to achieve its goals. For example, the same executive cited above believes that inclusive and transparent decision-making processes can strengthen an organisation's capacity to fund work in a gender-inclusive manner.

Funding for inclusion can also mean ensuring that a foundation's employment policies do not discriminate on the basis of gender or other aspects of social identity, that it honours legal requirements on parental leave, and that it follows good practices on handling cases of harassment. Some foundations actually push beyond the (local) legal requirements and actively promote a culture of work that conciliates private and professional life and commitments.

**Are you minding your own diversity?** Paying attention to gender and other forms of diversity in an organisation's board, senior management, staff, consultants, and advisers is a key element of funding for inclusion. Investing in such diversity is an effective way of ensuring that a wide range of perspectives and experiences inform the foundation's work.



The foundation has been running for over 100 years. It has a long history, and until recently, its board was composed entirely of men. In the 1990s the CEO began to make changes. Today, the board recognises the importance of a gender balance, and has made significant progress in achieving that balance. It accepts that gender issues are important, and has a growing understanding of gender inequality, income inequalities, disability, and the changing landscape of cities worldwide. For a foundation with such a long history and deep-rooted traditions, these are big steps.

Is it possible to align values and investments? A few foundations have explicitly prioritised aligning their investments with social justice principles – or, at the very least, avoiding investments that explicitly contradict or undermine their values. One foundation takes women's representation on boards very seriously in its decisions about which companies merit investment. It uses ethical information services and also writes directly to the company to find out how many women are on its board. Another foundation invests 17% of its portfolio directly in gender-focused investments in the global South. Whenever it invests in a Social Venture Fund that supports socially and environmentally responsible enterprises (such as co-operatives), the foundation always asks questions about the number of women beneficiaries and women customers.

**Gender expertise: It's not difficult to learn the basics.** A good starting point for acquiring basic gender competence is to ask some simple questions: for example, whether a particular social, economic, political, or cultural phenomenon affects people differently based on gender, and if so, how. It may be useful to ask how gender relations play out in a refugee context, or an exceptionally marginalised community. Such inquiries do not presume a sophisticated level of gender expertise, yet they can help staff and board members discover false assumptions that may be guiding the foundation's work.

Where is the expertise? Lack of in-house gender expertise can place significant constraints on a foundation's efforts to institutionalise a commit-



---

ment to gender-inclusive funding. One programme manager keen to fund gender issues described the following predicament: “I could raise gender issues with other project advisers, but I would have to be prepared to make very practical suggestions, to be able to explain what it means, and to say what they could do differently and how.” Working together with peers, as well as drawing on external expertise and resources, can help address such situations.

Some foundation management and staff argue that in-house gender expertise is an essential ingredient in efforts to develop more gender-inclusive funding practices. As one interviewee explained, “Foundations need gender expertise – someone or some people who are dedicated experts. It can’t just be added on to someone’s job role.” In-house expertise in a foundation’s staff or board can strengthen support for projects and programmes involving women and girls, and can help the foundation’s efforts to identify and build alliances with women’s organisations.

Not all foundations have or want or can afford in-house gender experts. Some foundations are against recruiting an in-house gender expert because they want to encourage existing staff and board members to gain competence and take shared responsibility and to draw on external expertise when needed.

Foundations that choose to bring in external resources on gender do so in a variety of ways: through seminars, workshops, panels, juries that judge awards, and partners they connect with through calls for proposals, to name a few. A formal or ad hoc group of staff and board members interested in gender-inclusive funding can also provide a forum for learning, monitoring, and mutual support, as well as build awareness of the importance of gender among colleagues. One foundation cited the nomination of gender ambassadors (or champions) within its board and staff as a useful strategy for sharing responsibility for internal reflection on gender.

**Showing rather than telling.** Many individuals striving to institutionalise a deeper commitment to

gender issues in the foundations where they work find it ineffective to try to persuade their colleagues by focusing exclusively on talking about what could be done differently. Some try a different solution: to show by doing. As one practitioner recounts, “Each time you talk about gender, people can say, ‘Okay, this is the gender girl in the foundation.’ I didn’t want the foundation to have this attitude, so I chose another way. ... My colleague and I focus on our programmes ... we will show the impact of these projects and have a good case in two to three years to take to the political decision-makers and say, ‘Look what we have done on this gender issue; we think we should mainstream this into other programmes.’”

#### **Does working on gender imply major efforts?**

Organising an informal lunch-time or coffee-time talk for colleagues to report back from a visit to a partner, or to watch a short video, is simple and costs nothing. Local gender experts, researchers, and academics are often receptive to invitations to speak at informal staff and board learning sessions, and bringing them in for a talk may cost only a local train fare. When partner organisations visit, invite them to speak to staff and board about the role of gender in their work, or the particular challenges faced by women, girls, trans people, and intersex people in their communities and countries. Also, networks, such as ARIADNE (a European network of human rights funders), women’s funds, and women’s rights groups organise frequent opportunities for funders to network, discuss issues and challenges, and seek advice. Resources permitting, bringing in an external facilitator or trainer for a full-day or half-day session can also help foundations clarify what gender analysis would mean for their work.

There is also a growing library of audio-visual resources made by foundations, women’s organisations and funds, NGOs, and independent filmmakers that bring gender issues to life. Other resources on the impact of gender inequality on communities and societies around the world are available in print and online. The list of thematic resources at the end of this guide is designed to help you locate the most promising sources of support.

# Taking a Look at How You Work

---

**T**here is no need to wait until you have built or aligned internal capacities to start doing some of the things other foundations are doing to strengthen the inclusiveness of their funding and integrate gender perspectives into their work. You can easily undertake both simultaneously, because they may reinforce each other: by taking action, you will begin to gain deeper insight into what changes are needed. The following section shares strategies and practices adopted by European foundations as a means to understand the gender landscape in contexts where they support work, engage with stakeholders on gender issues, plan and strategise from a gender perspective, and align their processes and procedures with a commitment to gender-inclusive funding.

**Are you clear about how gender affects your programming?** Foundations invest in understanding the context in which they, their partners, or their grantees work. Power relationships based on gender – including the barriers, discrimination, and disadvantages faced by women, girls, trans people, and intersex people, and to a lesser degree, men and boys – are a key piece of that context. Gathering and analysing information about gender dynamics can trigger change and help to channel foundation support in ways that maximise impact.



The foundation's health team decided to reflect more deeply about sports and young people. After conducting a contextual analysis, they realised that in certain areas (such as the suburbs of major cities), girls and boys had uneven access to opportunities to practise sports, since most sports associations and organisations are designed for boys, and since teenage girls shoulder a disproportionate share of household responsibilities, leaving them little time for recre-

ation. To address this issue, the foundation organised a special call for proposals on how to improve girls' access to sports. As a result of the work supported, more girls are practising sports, and many of them are performing better in school as a consequence. Others report that as a result of practising sports, they are more respected by boys in the community, and that they now can do things they would never have done before.

**Are you listening to your stakeholders?** The organisations a foundation supports, and the people living in the communities where they work, are usually the best sources of information about the challenges they face and the most appropriate solutions for addressing them. Making time and creating opportunities to listen to and learn from partners or grantees is essential to doing good work as a foundation. In the words of one staff member, "Foundations should avoid considering themselves as if they were aware of everything." Many foundations work closely with local partners and dedicate significant time to hearing from them and hearing

---

from their constituencies during visits. For example, a foundation that supports women's organisations in conflict-affected areas told of how it opens small offices in the countries where it works in order to gain a deeper awareness of the political landscape, increase proximity to partner organisations, and build alliances and dialogue with local actors. Maintaining a local presence allows the foundation to work more effectively, as well as stay up to date on women's rights and security issues.

When meeting with mixed organisations, it is important to be mindful of who is participating in the meeting. If girls and women are not present, it may be important to find another way to hear women's and girls' views on the organisation, and to gain a deeper understanding of how the relevant issues affect them. It takes careful planning and strong communication skills to open a space for genuine dialogue – especially for women and girls contending with poverty, conflict, gender-based violence, and other stressful circumstances. One foundation executive proactively raises the issue of gender during meetings with partner organisations: "If our partners do not have such a [gender] analysis, we engage them in dialogue."

**Planning with gender in mind.** Many foundations integrate gender from the outset of the foundation's strategic planning processes. For instance, the head of the women's programme of one foundation – a gender expert – sits in on the strategic planning sessions for all of the organisation's programmes. In this way, she is able to "ask questions, bring in a different perspective, and make it obvious to integrate gender". Some foundations encourage staff from one programme to accompany their colleagues on visits to partners in another programme, as means to build new awareness and capacities and explore connections among different lines of work.

Another element of inclusive planning is ensuring that stakeholders play a meaningful role in planning, implementing, and evaluating projects that are designed to affect their lives. For example, since funding applications from organisations representing the rights of marginalised ethnic groups are often presented by men, it is important to understand how women and girls are involved in pro-

posed projects, and how they will benefit from them. As one programme manager points out, "For us it is routine to decline a youth project if young people are not engaged, so the foundation could ask the same questions about projects that affect women."



Listening to the challenges facing migrant and refugee women in the community enabled one foundation to respond directly to their needs and priorities – in this case, through mentoring, training, and work placement, supplemented by support to a group led by women themselves that provides a range of services, including a drop-in centre, a homework club, English-as-a-second-language classes, and health advice sessions.

**Implementing with gender in mind.** Naming the problem of gender inequality and using gender analysis to sharpen understanding of the context in which potential partners work does not automatically result in gender-inclusive programmes or projects. Rather, these are starting points for a much longer process. As an adviser to foundations and NGOs relates, "Diagnostic studies are done with adequately disaggregated data, but ensuring that the gender perspective goes beyond this diagnostic phase is a challenge." Another interviewee shared that the foundation includes gender in every step of its programming process – from design to evaluation. Short checklists for foundations and partners – ideally, based on fundamental principles of gender analysis and applied with reflection and care – may be useful as an aide memoire. However, if such tools are used mechanically and simply serve to tick a "gender box," they add little.



The Gender Mainstreaming Annex (from *Managing for Learning and Impact*, a resource developed by the King Baudouin Foundation) offers step-by-step suggestions for mainstreaming gender analysis in the design, planning, implementation, dissemination, and evaluation of projects and programmes. It advises you to collect information about the potential gender dimensions of an intended intervention and analyse your proposed work in light of this information, ensuring that gender is taken into account as you

---

determine your strategic aims, map relevant stakeholders, set operational goals, monitor your work, disseminate the project's results, and evaluate its impact.

**Adjusting your processes and procedures.** Some foundations look closely at the fit between the way in which they work and the kinds of organisations and initiatives they would like to support, and adjust their procedures and ways of working accordingly.

This is how one programme director describes the changes her foundation made in order to support women and girls: "We realised we could not approach funding in the same way and needed to be able to make smaller grants. The one-size-fits-all procedure for funding did not suit. We introduced new processes and a lighter due diligence for grantees. Changing the way we work is a process, too. We are trying to break the project mould and build a new model. The foundation wants to use the women's organisations' own strategic plan and annual budget, rather than donor forms."

Some foundations are moving away from formal application procedures, asking instead for a potential grantee or project partner's own plans and budgets. Some ask for a letter or other statement of interest, following up with visits and discussion.



The foundation is able to fund women's groups easily and successfully because it asks only for an expression of interest. It explores initiatives by visiting and discussing. This way, applicants are not expected to get into the psyche of what the funder wants, or the strategic framework of the funder.

Changing the culture of an organisation requires a balance between imposing changes and giving people space to adapt to new ways of working. As one foundation gender expert puts it, "Gender can't be imposed like a rule, so I make suggestions, show by doing. I do not want to be prescriptive." At the same time, this foundation realises that in order to make progress on gender mainstreaming, it not only has to put processes in place, but also ensure that staff are complying with them. For example, "All staff members must complete a docu-

ment saying how they will fulfil the gender mainstreaming process. Staff members have to answer the questions during the project management, and this will be monitored."

Recognising shared challenges and concerns across the different areas of work a foundation supports – such as violence against women and girls, trafficking, and access to public services – facilitates learning and builds people's capacity to foster inclusion from various perspectives. One foundation has found that having board and staff discuss clusters of grants from different programmes on the same issue at the same time can help build shared understanding and make connections across programmes.

A willingness to be flexible was crucial to the efforts of one foundation that supported the reintegration of girl ex-soldiers, many of whom were also single mothers, in three African countries. As the programme manager recounts, "Participation was the core of the project, so the foundation accepted that clear indicators were not possible. Usually the foundation wants clear indicators, so the secretariat had to explain to the board that this is a great project but we can't explain what will happen... and don't know where it will go. The girl ex-soldiers chose the activities (e.g. some opened a guest house, others raised goats or set up a revolving fund for children's medical expenses), and they decided on the indicators. One group took the quality of children's clothes as an indicator."

**Are you communicating with women's and girls' organisations?** Online and other guidance to potential partners or grantees, including application or inquiry forms, may need to be revised to include criteria and questions that explicitly address gender. One interviewee recounted a foundation's discovery that in order to make itself visible to women's organisations, it needed to change the language it used to describe its work. The foundation took steps to publicise its desire to collaborate with women's organisations on its website, and in this way, the foundation was able to increase the number of applications it receives from women's organisations. "We have to look at the differences between human rights funding and women's rights funding," the interviewee explains.

---

“We had to have a better map of what we want to fund and how we can reach the actors. ... It was not explicitly mentioned on the website, and this prevented women’s rights organisations from applying. Once it was explicit that we were interested in supporting such organisations, we got a lot more applications.” In the words of another foundation executive, “The foundation is very active and gets the messages out through contacts that it is interested in gender issues. It is always looking out for good and strong women’s organisations.”

The imagery foundations use in public communications can also signal inclusiveness – or not. One programme manager emphasised how informative it is to ask if the imagery used reflects the foundation’s priorities and the nature of its support. Being mindful of the gender sensitivity of the language you use on your website, brochures, and guidance for applicants is also important. For example, in languages with gendered nouns, using both the feminine and masculine form of words such as citizen, worker, and student can send a strong signal that your foundation is aware of gender issues and keen to proactively include women and girls in its work.

**Collaborating to integrate gender.** Joint programmes with other foundations or with different programmes within the same foundation can be an effective strategy for pooling resources, energy, and ideas, creating opportunities to learn about how a foundation’s support can become more inclusive of women and girls. One foundation describes its willingness to explore and fund jointly as follows: “We are interested in collaborating with others, to test out a model, see how it works, and share learning. We all benefit from the learning, which can help sell the idea to the board.”

Such joint initiatives can even work between foundations of very different sizes. For example, large foundations with multiple agendas can partner with smaller single-issue foundations to mutual advantage: The larger foundation gains in-depth knowledge and expertise on an issue, and the smaller one gains the opportunity to build philanthropic support and increase global funding for its priority issue.

Why is support for core costs important? Some foundations provide support to women’s organisations and movements in the form of core support, sometimes combined with support for the direct costs of a particular project. Such support is usually based on a commitment to trusting and understanding the women’s organisation, as well

*“It was not explicitly mentioned on the website, and this prevented women’s rights organisations from applying. Once it was explicit that we were interested in supporting such organisations, we got a lot more applications.”*

as respecting its autonomy and its right to decide about its own work. Core support and/or multi-year project support can signal a willingness to work in partnership over the long term. This kind of support is an invaluable asset for women’s organisations, which historically and notoriously depend on limited, short-term “project” support. Core support allows such groups to plan over the long term, build their organisational capacity, cover their basic necessities, take advantage of strategic opportunities, weather crises, and allocate resources based on their own evolving plans and priorities.

**Addressing capacity challenges.** Many women’s organisations around the world struggle with low administrative and operational capacity. Foundations are tackling this challenge in a number of ways: through funding to build capacity,

## If you need a bridge...

A valuable approach adopted by many individual philanthropists and foundations that do not have the capacity to engage directly with smaller or medium-sized women's organisations is to work through intermediaries. Working with intermediaries – and in particular, women's funds – yields many benefits: for example, the leverage impact of developing an intermediary's organisational capacities, or the multiplication of local support for a priority problem or issue. It is, however, important to confirm the seriousness of an intermediary's agenda and the depth of its commitment to inclusion. Women's funds are particularly strategic partners for foundations seeking to increase their investments in women's and girls' own organising, as they provide much-needed, contextually appropriate capacity-building support to small, grassroots initiatives led by women and girls, in addition to fostering the development of local philanthropy that is inclusive of women and girls. As one practitioner states, women's funds offer "vast experience, incredible access to feminist money and knowledge, and good worldwide connections." It is important to remember that many new and long-established women's organisations have the political, professional, and technical capacity to manage and spend large grants. What many of them lack are sufficient funds to carry out the multiple roles they play with consistency and effectiveness.

of course, but also through partnership and accompaniment; by providing a safe place to talk, strategise, and plan; and by connecting organisations with training and networking opportunities. Closer engagement from foundations can assist partners to strengthen their organisations, as one chief executive illustrates: "The foundation is trying to be modern, and wants to support these new women's organisations. ... It gives grants and provides support in the form of training, access to external experts, and advice on strategy, for example." Foundations are also identifying innovative ways to recognise and foster new forms of organising adopted by emerging organisations. According to one interviewee, many newer women's organisations have "young energetic leaders and are action-oriented." Such organisations "act differently, and come and go organically." They often make use of social media, and may not wish to build large organisations with lots of staff.

# How Do you Monitor and Evaluate?

---

Several foundations interviewed for this guide emphasised the importance of focusing on the learning that processes of monitoring and evaluation can generate, in addition to the important role such processes play in fostering accountability and demonstrating effectiveness. Specifically, they mentioned “the need to analyse more, to dig deeper than the ticked boxes and the one question in the application form”. If a foundation’s monitoring and evaluation requirements necessitate counting the number of project beneficiaries, it is essential to be able to disaggregate and analyse these data based on gender, age, ethnicity, sexuality, and other aspects of social identity (as appropriate).

Although many foundations already collect such data, it is far from standard practice. When monitoring and evaluating social inclusion and gender mainstreaming, it is important that benchmarks and indicators reflect the fact that change happens over time. Despite the complexity of the changes sought, however, two or three carefully selected indicators are often sufficient to yield useful monitoring and evaluation data.

Both quantitative and qualitative indicators are important. Quantitative indicators can track, for example, increases in the number of women and men who seek HIV tests, or in the number of cases of violence against girls and boys reported to the police that resulted in a perpetrator being arrested and convicted. Qualitative indicators are also useful, particularly in efforts to measure complex social phenomena such as inclusion and discrimination. Qualitative indicators can capture changes in attitudes: for example, attitudes about education or violence against women, or increases in women’s and girls’ self-esteem and speaking power. Qualitative indicators can also paint a more nuanced picture of how phenomena change and

evolve over time, as well as capturing the setbacks that are an inevitable part of deeper processes of societal change.

**Bring in gender in the baseline.** In order to track change, it is useful to establish a clear starting point. Fundamental baseline information – collected at the individual, rather than the household level – can be relatively easy to gather and is essential to partners’ or grantees’ efforts to reliably monitor and evaluate their work, since it allows them to track progress, accomplishments, delays, and setbacks. You will never be able to understand the full impact of your work if you do not disaggregate information from the very beginning.

**Grantees or partners can self-evaluate.** When grantees or programme partners evaluate themselves, they can gain valuable insights into their own work, and in the process, generate rich data that can inform and advance their communications and advocacy strategies, as well as their fundraising efforts. Semi-structured interviews and/or focus group discussions can be organised by grantees or partners with small groups of people that represent the diversity of the populations reached by their

---

programmes. Such conversations are a powerful means to collect information about if and how a person's situation has changed or is changing, as well as gather feedback, increase learning, and anticipate new challenges. One way for partners or grantees to conduct such research is to hold separate focus groups with, for example, girls, young women, women who are married or in partnerships, non-married and single women, older women, and, of course, men of different ages. Since lesbian, gay, trans, bisexual, and intersex people are often marginalised or even rendered invisible within their communities, it is important to determine whether and how they are represented, and if not, how their views might be included in efforts to monitor and evaluate a program or organisation's effectiveness.

**Bringing gender thinking into evaluations.** A simple strategy for evaluating from a gender perspective is to insert some gender analysis questions into your terms of reference for evaluations. If possible, you can also commission an evaluation that specifically explores how the foundation is integrating gender perspectives, and/or supporting women and girls. One foundation highlighted the importance of paying close attention to whether potential evaluators are knowledgeable about the issues they are evaluating, and whether

their style and approach are suitable for the community where they will be conducting research. Others emphasise that evaluation reports are a very valuable learning tool – provided that time is taken to discuss the findings openly and honestly, and that the reports avoid blaming staff or partners for programme failures. Staff members in particular need to feel it is safe to admit shortcomings and share challenges or mistakes.



The foundation created a specific internal unit dedicated to evaluation. This unit has developed a tool to collect qualitative and quantitative information from local organisations about the achievements of the projects it funds. It will be designed as a web-based tool – similar to other evaluation tools currently in use – which should eventually allow the foundation to segment data based on various criteria, including gender.

**Peer-to-peer reviews.** Peer reviews, where the board or staff of two (friendly) foundations review the gender inclusiveness of each other's programmes or their efforts to mainstream gender across programmes, can yield promising results for both parties. Another possibility is for foundations to ask grantees or partner organisations to carry out peer reviews of other grantees or partners.



# In Summary

---

## LINKING GENDER AND INCLUSION

- Gender analysis makes differences and biases visible, shedding light on the lives and experiences of a wider range of groups. If you want to mainstream gender, gender analysis is a necessity.
- Other dimensions of social identity – such as age, ethnicity, citizenship status, and sexuality – including how these intersect with gender, and how they structure power relationships, also need to be recognised.
- Gender mainstreaming is about working with men too, since men are also adversely affected by stereotypical attitudes about gender. In essence, gender mainstreaming challenges the notion that men are “neutral” or “the norm.”

## FUNDING FOR INCLUSION

- Foundations have found a combination of two main approaches to be most effective in efforts to promote social inclusion with women and girls in the equation: specific projects and programmes supporting women and girls, and integrating gender analysis into all of a foundation’s programmes, including its own decision-making and organisational culture. Cross-programme initiatives are particularly fruitful.

## BALANCING THE EQUATION: ENTRY POINTS AND ALLIES

- Numerous entry points exist for sparking an interest in and a commitment to gender sensitivity, and can be used to start conversations about the importance of including women and girls and addressing gender relations.
- Supporting inclusion with women and girls in the equation is a long-term endeavour, so be pragmatic: start small on one or two issues or areas where you have expertise, and work step by step.

## BECOMING A MORE INCLUSIVE FOUNDATION

- Support from foundation leadership is an essential ingredient in efforts to use gender analysis and collaborate with women’s organisations effectively: it enables a foundation to explore, innovate, network, develop new partnerships, and take calculated risks.
- A diverse team of board and staff members ensures the inclusion of diverse and valuable perspectives.
- Efforts to align a foundation’s values with its practices, funding priorities, communications, and staffing and investment policies lead to more coherent and effective support.
- It is useful to map out the different aspects of an issue, and use research and studies to clarify your focus and convince others.
- Access to internal or external gender expertise and experience is critical in efforts to analyse various phenomena from a gender and inclusion perspective.
- There is an enormous amount of gender expertise in the Global South and East: Use it.

## TAKING A LOOK AT HOW YOU WORK

- Check to see how you can adjust your communications materials, application processes, decision-making structure, and monitoring and evaluation policies to incorporate gender analysis and become more accessible to a broader range of women’s organisations.
- Take time to talk to others, collaborate, consider joint programmes (with mainstream or women’s organisations), and network with other foundations and women’s funds.

# FAQs and CUAs

Interviewees noted that certain questions and concerns keep popping up, suggesting the inclusion of a number of FAQs and CUAs (Commonly Used Arguments) in this guide.

**We do not discriminate: We start with the needs, not the target groups, since we don't want to privilege one group over another.**

Whose needs do you start with? Are you sure that the needs you see are those of all members of that community, or are you only listening to the most powerful members? A solid gender analysis and a commitment to engaging with women and girls in the community makes it less likely that you will marginalise or exclude women and girls – intentionally or unintentionally.

**Hasn't gender equality already been achieved?**

It's true that great strides have been made in acknowledging the importance of gender equality, but women, girls, and trans people still regularly confront life-threatening violence, discrimination, and poverty – even in countries with laws that protect women's rights. In many countries, women, girls, and trans people struggle to receive fair wages, enjoy safe working conditions, inherit property, and own land. For instance, women are responsible for the majority of the world's food production, yet women themselves have extremely limited control over land and other productive resources. They rarely enjoy equal access with male peers to education, public spaces, and the media, and securing the right to participate in social, political, and economic decision-making is a continual struggle.

**We work on hard-core issues, not social matters like gender.**

So-called hard-core issues, such as trade, energy, science, conflict, arms, and international relations, are also gender issues. Who sets the agenda, who decides on priorities, who benefits, and who picks up the social and economic costs?

**We have women among senior staff, so we don't need gender experts, do we?**

Being a woman gives you the experience of being a woman, but it does not make you a gender expert who is able to analyse the gender dimensions of issues, contexts, and power relationships. Everyone has to be able to ask some basic questions about gender relations.

**It is hard to find good women speakers for public panels.**

Look again, and talk to women's organisations, women academics, writers, and civil society leaders.

**Why would you support women's organisations?**

Women's organisations have played a hugely important role in ensuring that issues that would otherwise be invisible, and that disproportionately affect women, are put on the public agenda. They are a vital source of expertise and inspiration on strategies for addressing gender inequalities and balancing the gender equation.

**Women's organisations and movements don't need much money, do they?**

The fact that women's organisations and movements achieve extraordinary things with minimal budgets does not mean that more resources are not needed. If women's organisations had more, they could do more.

**What about men and boys?**

The beauty of gender analysis is that it frames questions about the relative situations of people of all genders – including men and boys! Balancing the equation means working with women to address the historical disadvantages and discrimination they face, as well as working with men on issues of privilege and power, in order to ensure a fairer and more equal society.

**Gender is just a fad...**

When power relations based on gender are transformed, and inclusive, equitable, and just societies, communities, and households are the norm, we can file gender under "fads."

# Useful Contacts and Resources

Please note that this list does not aim to provide a comprehensive overview but represents a selection of various resources from around the world. Should you have suggestions of other resources that you find particularly useful, please let us know!

## GENERAL

Association for Women's Rights in Development (AWID):  
<http://www.awid.org/>

DAWN research network: <http://www.dawnnet.org/research-analyses.php>

European Institute for Gender Equality <http://www.eige.europa.eu/>

European Women's Lobby: <http://www.womenlobby.org/>

International Network of Women's Funds (INWF): <http://www.inwf.org/>

Isis International: <http://www.isiswomen.org/>

UN-Women: <http://www.unwomen.org/>

Women's Resource Centre (London, UK): <http://www.wrc.org.uk/>

## THEMATIC

### Ageing

European Advisory Council for Mid-Life and Older Woman's Health:  
<http://old.eurohealth.ie/eac.html>

### Development

BRIDGE Development – Gender: <http://www.bridge.ids.ac.uk/>

Pathways of Women's Empowerment:  
<http://www.pathwaysofempowerment.org/>

World Bank (2012). Gender equality and development (World Development Report 2012): [http://wdonline.worldbank.org/worldbank/a/c.html/world\\_development\\_report\\_2012/abstract/WB.978-0-8213-8810-5.abstract](http://wdonline.worldbank.org/worldbank/a/c.html/world_development_report_2012/abstract/WB.978-0-8213-8810-5.abstract)

### Disabilities

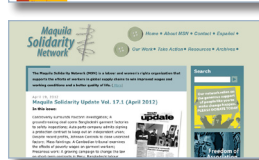
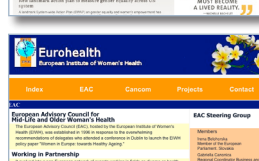
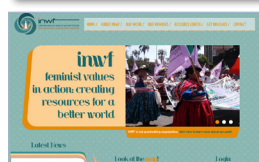
Disability Rights, Gender and Development – A Resource Tool for Action  
<http://www.un.org/disabilities/documents/Publication/UNWCW%20MANUAL.pdf>

### Employment and Labour Rights

International Restructuring Education Network Europe:  
<http://www.irene-network.nl/>

Maquila Solidarity Network (English and Spanish):  
<http://en.maquilasolidarity.org>

Women Working Worldwide: <http://www.women-ww.org/>





## Environment

Red Mujer y Habitat (English, Portuguese, and Spanish): <http://www.redmujer.org.ar/index.html>



## Female Genital Mutilation (FGM)

Forward: <http://www.forwarduk.org.uk/>

TOSTAN: <http://www.tostan.org>



## Gender-Based Violence

Asia Pacific Forum on Women, Law and Development: <http://www.apwld.org>

The Gender-Based Violence Prevention Network: <http://www.preventgbvafrica.org/>

On indicators to measure violence against women: <http://svrforum2009.svri.org/presentations/workshop3.pdf>



WAVE (Violence Against Women Europe): <http://www.wave-network.org/start.asp>

## Leadership

Akina Mama wa Afrika (AMWA): <http://www.akinamamawaafrika.org>



JASS (English and Spanish): <http://www.justassociates.org/>

## Migration

IOM resources on gender and migration: <http://www.iom.int/jahia/Jahia/about-migration/developing-migration-policy/migration-gender/gender-issues-migration-policy>



Migrant Forum Asia: [www.mfasia.org](http://www.mfasia.org)

Respect Network Europe: [www.respectnetworkeu.org](http://www.respectnetworkeu.org)

## Peacebuilding and Conflict Resolution

Accord: <http://www.accord.org.za/our-work/peacebuilding>



International Alert: <http://www.international-alert.org/>

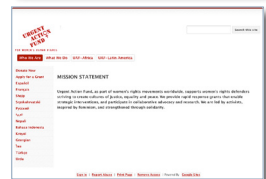
Urgent Action Fund (various languages): <http://urgentactionfund.org/>

## Philanthropy

Coutts Philanthropy Advisory Services: <http://www.coutts.com/news-and-insights/coutts-woman/2012/march/news/women-philanthropy/>



Seema Shah, Lawrence T. McGill and Karen Weisblatt (2011) Untapped Potential – European foundation Funding for Women and Girls. <http://www.mamacash.org/uploads/File/she%20has%20news/publicaties/Report%20European%20Giving%20Women%20and%20Girls.pdf>





## Politics

International IDEA: <http://www.idea.int/gender/>

International Knowledge on Women and Politics:  
<http://www.iknowpolitics.org/>



## Science

Association for Women in Science: <http://www.awis.org/>

EU publication Mapping the Maze: Getting Women to the Top in Research:  
[http://ec.europa.eu/research/science-society/document\\_library/pdf\\_06/mapping-the-maze-getting-more-women-to-the-top-in-research\\_en.pdf](http://ec.europa.eu/research/science-society/document_library/pdf_06/mapping-the-maze-getting-more-women-to-the-top-in-research_en.pdf)

Women in Industrial Research:  
[http://genderprinciples.org/resource\\_files/Women\\_in\\_Industrial\\_Reserach.pdf](http://genderprinciples.org/resource_files/Women_in_Industrial_Reserach.pdf)



## Sex Workers

Global Network of Sex Worker Projects: <http://www.nswp.org/>

## Sexuality, Sexual and Reproductive Health and Rights

Campana por una Convención de los Derechos Sexuales y Derechos Reproductivos (English, Portuguese, and Spanish):  
<http://www.convencion.org.uy/>



CLADEM (Spanish and English): <http://www.cladem.org>

CREA: <http://web.creaworld.org/home.asp>

FORWARD (on Female Genital Mutilation): <http://www.forwarduk.org.uk/>

Andrea Lynch (2009). Sexuality and the Development Industry Workshop Report. IDS: <http://www.ids.ac.uk/index.cfm?objectid=5DD69A20-D415-4CEF-261DFCFB9B017CCF>



UHA1 The East African Sexual Health and Rights Initiative:  
<http://www.uhai-eashri.org/>

## Social Inclusion

ALAINet Mujeres (English, French, Portuguese, and Spanish):  
<http://www.alainet.org/mujeres.php>

Fran Bennett (2009). Gender Works: Gender and social inclusion. Oxfam GB:  
<http://www.oxfam.org.uk/resources/ukpoverty/genderworks/resources.html>

Indigenous Women's Forum (English, French and Spanish):  
<http://www.fimi-iiwf.org>

IPS-Inter Press Service: <http://www.ips.org/mdg3/>

Women Living Under Muslim Laws (WLUMI) (various languages):  
<http://www.wluml.org/>





### Trafficking

La Strada International: <http://lastradainternational.org/>

UNODC: <http://www.unodc.org/unodc/en/human-trafficking/index.html>

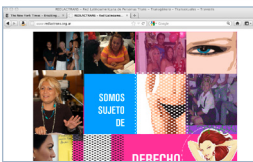
US State Department TIP report: <http://www.state.gov/j/tip/rls/tiprpt/2011/>



### Trans People

Global Action for Trans\* Equality: <http://transactivists.org>

REDLACTRANS (English and Spanish): <http://www.redlactrans.org.ar>



### Young Women

AWID young feminist Wire: <http://yfa.awid.org/>

FRIDA, the Young Feminist Fund: <http://youngfeministfund.org/>



## MONITORING, EVALUATION AND LEARNING

AWID Monitoring and Evaluation Wiki:

<http://awidme.pbworks.com/w/page/36050854/FrontPage>

European Foundation Centre: Tools and Resources for Assessing Social

Impact: <http://trasi.foundationcenter.org/>

King Baudouin Foundation – Gender Annex to Managing for Learning and

Impact: <http://www.kbs-frb.be/publication.aspx?id=288775&LangType=1033>



# Contributors

**We wish to thank foundation staff and executives, as well as others who generously shared their experience and insight and whose contributions of time, talent, and perspective helped to make the development of this guide possible, particularly the following individuals and organisations:**

Filiz Bikmen	Ana Peláez	Anne Çocuk Eğitim Vakfı,	King Baudouin Foundation
Camille Bonnant	Françoise Pissart	Mother-Child Education	KIOS – Finnish Foundation
Ise Bosch	Stephen Pittam	Foundation	for Human Rights
Francis Charhon	Karine Pouchain-Grépinet	Community Foundation for	Kvinna till Kvinna
Sioned Churchill	Kelly Quinn	Northern Ireland	Oak Foundation
Irene Davids	Anna Rozicka	Coutts Philanthropy Advisors	Open Society Institute
Caroline van Dullemen	Lenka Setkova	Dreilinden GmbH	Budapest
Annabel Durling	Marisa Soletto	Esmee Fairbairn Foundation	Robert Bosch Stiftung
Beate Eckhardt	Anya Stern	Fondation de France	Roma Education Fund
Reinhardt Fichtl	Judit Szira	Fondation Pro Victimis	Rosa - The UK Fund for
Patricia Frias	Florence Tercier Holst-	Fondazione CARIPLO	Women and Girls
Corinna Horst	Roness	Fondazione di Venezia	Sabancı Foundation
Avila Kilmurray	Herta Tóth	Fonds 1818	Sigrid Rausing Trust
Lidia Kołucka-Żuk	Kristiina Vainio	Fundación Mujeres	Stefan Batory Foundation
Hilal Kuscul	Pier Mario Vello	Fundación ONCE	SwissFoundations
Massimo Lanza	Ingrid Wüning Tschol	The German Marshal	Trust for Civil Society in
Laura Lines	Eva Zillen	Fund Europe	Central and Eastern Europe
Constanze Lullies		Jacobs Foundation	Trust for London
Bharat Mehta		Joseph Rowntree	UBS Optimus Foundation
		Charitable Trust	World Granny

**This guide was co-commissioned and co-edited by Mama Cash. Funding from the Barrow Cadbury Trust made the development of this guide possible.**

## ABOUT THE FOUNDATION CENTER



Established in 1956, the Foundation Center is the leading source of information about philanthropy worldwide. Through data, analysis, and training, it connects people who want to change the world to the resources they need to succeed. The Center maintains the most comprehensive database on U.S. and, increasingly, global funders and their grants – a robust, accessible knowledge bank for the sector. It also operates research, education, and training programs designed to advance knowledge of philanthropy at every level.

## ABOUT THE EUROPEAN FOUNDATION CENTRE



The European Foundation Centre, founded in 1989, is an international membership association representing public-benefit foundations and corporate funders active in philanthropy in Europe, and beyond. The Centre develops and pursues activities in line with its four key objectives: creating an enabling legal and fiscal environment; documenting the foundation landscape; building the capacity of foundation professionals; and promoting collaboration, both among foundations and between foundations and other actors.



For additional guides and other materials in the  
GrantCraft series, see [www.grantcraft.org](http://www.grantcraft.org)

**grantcraft**

[www.grantcraft.org](http://www.grantcraft.org)

Recycled Paper