

The Resilience Fund for Women in Global Value Chains



 The Resilience Fund for Women
in Global Value Chains

resiliencefundforwomen.org
#resiliencefund4women



Gap Foundation



H&M FOUNDATION



RALPH LAUREN
CORPORATE FOUNDATION



amazon



universalaccessproject





Photo: UNDP Bangladesh/Fahad Kaizer

Women at the center of the pandemic

Women are uniquely harmed by COVID-19 – and it threatens hard-fought advances in women’s economic empowerment, health, rights, and safety

DISPROPORTIONATE ECONOMIC BURDEN

Women in poor countries will bear the burden of the economic crisis in lost jobs and lost wages.

REPRODUCTIVE HEALTH BURDEN

The pandemic, straining overburdened health systems, is cutting off women’s access to health services especially for sexual and reproductive health needs.

DOMESTIC/INTIMATE PARTNER VIOLENCE

Violence is on the rise with mobility restrictions in place, increasing women’s vulnerability to abuse and need for protection services.

CAREGIVING BURDEN

The increased caregiving burden from the pandemic harms both women’s health and women’s economic well-being.



Before COVID-19, women made up:

- 60 to 80% of export manufacturing workers
- 41% of agricultural laborers - more than 60% in some countries in SE Asia and Africa
- 75% of the 60 million workers in the apparel industry
- 70% of workers in the informal economy in low-income countries



Photo: Twinings Sourced With Care

The pandemic has disproportionately impacted women and girls in communities worldwide.



Photo: UN Foundation, Robyn Russell



The Needs

1 Longer-term funding for systemic change, not just recovery – with a gender lens and an eye to women’s long-term role in value chains and the economy.

2 Infusion of funds at the community level to enable community based, women-led organizations to:

- Prototype, expand, scale—and advocate for— local innovations and emerging or existing good practices
- Build partnerships and multi-stakeholder alliances

3 “Unrestricted” funding to provide local organizations with the ability to be nimble and adapt to shifting needs in an evolving situation.



Filling the Gap

The Problem: Traditional Philanthropic Funding Misses the Mark

REACH

A recent study by Council on Foundations:

- only 12% of funds from U.S. foundations went directly to organizations based in the country where programs were implemented
- only 1% of international giving funds was for general support to local organizations

POWER

A recent report, Time to Decolonize Aid:

- while aid flows to the global south, decision-making power still concentrated in the Global North
- Programs designed through Western values and knowledge systems, while local knowledge is devalued
- Programs mostly developed far from the communities and local practitioners are rarely included in designing the projects



The Resilience Fund for Women in Global Value Chains (the Fund)

will serve as a vehicle to ensure **strategic corporate investment** in the **long-term economic resilience**, health and well-being of women who form the backbone of global supply chains

AND

drive fundamental changes to advance gender equality **in communities** and **across corporate value chains.**



The Fund is driven by and anchored in contributions from global companies and will support:

Locally-led innovations, solutions and emerging practices developed at the country level...

To advance women's sexual and reproductive health and women's safety and security...

In the context of economic justice and human rights.



Unique Value Proposition

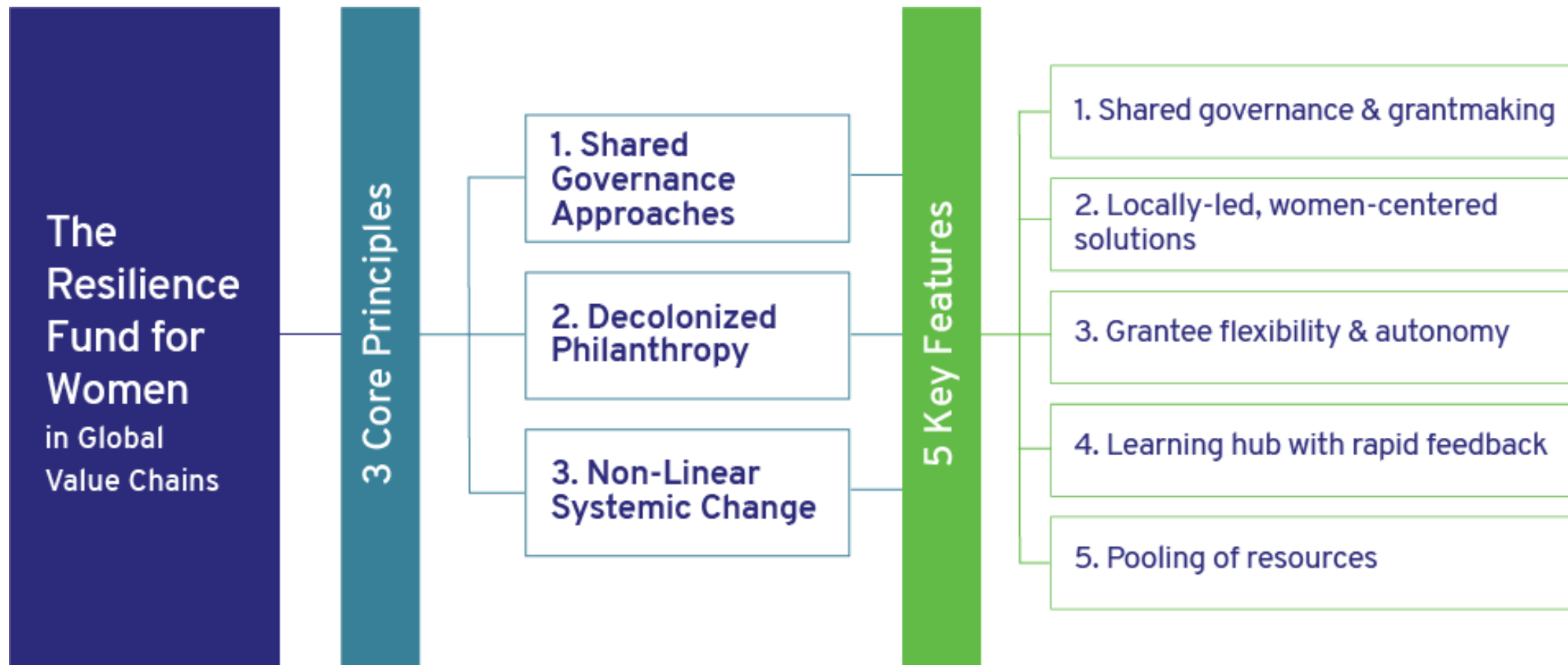


Photo: UN Foundation/Robyn Russel

- 1. CORPORATE POOLED FUND FOR GREATER IMPACT**
Enabling collective action by companies on shared commitment to women.
- 2. DIRECT & FLEXIBLE FUNDING TO WOMEN-LED COMMUNITY ORGANIZATIONS**
Investing in solutions with, by and for women and leveraging the deep assets of women's funds. One third of the grant money will go through local or regional women's funds for regranting; Two thirds go to women-led grassroots organization as direct grants
- 3. A PLATFORM AND PROCESS FOR LEARNING AND INNOVATION DISSEMINATION – AND NEW METRICS**
Establishing quick feedback loops and learning hubs among funded organizations and Fund contributors to promote global sharing of solutions for replication.
- 4. INNOVATIVE, SHARED, DEMOCRATIZED GOVERNANCE**
Modeling best practices that recognize that women's funds and community-based organizations are equal decision-makers in direction of the Fund.
- 5. A MODEL FOR CORPORATE ENGAGEMENT AT THE GRASS-ROOTS**
Corporate investors engage with grantees, feminist leaders and women-led organization at all levels – the Advisory Board, the Learning Hub, and Investors Group. The goal is to create longer-term network and relationships.



A Model for Change



Why the Model Works

- Enables **locally-led solutions** and flexible funding in rapidly changing world
- Builds **transparency/accountability** through collective decision-making
- Creates **shared spaces** for rapid learning, innovation and replication - and pivoting when necessary
- Fosters **real cross-pollination** among funders, grantees and stakeholders
- Addresses **complex realities** (no single “expert” solution for all contexts)
- Achieves **greater impact and less risk** through pooled funding and shared responsibility

1 SHARED GOVERNANCE APPROACHES

- Shifts governance from defining solutions by external experts to trusting local communities and leaders to determine what works.
- Expands stakeholders networks/feedback loops to improve, replicate & scale solutions (“managed serendipity”)

2 DECOLONIZED PHILANTHROPY

- Requires shared decision-making with representatives of the impacted people/communities
- Moves women from being outsiders to central actors in decision-making that deeply affects them

3 NON-LINEAR SYSTEMIC CHANGE

- Challenges notion of solving problems by top-down targets and engineered approaches by experts for complex contexts
- Recognizes that systemic change arises from local contexts and actors finding answers driving priorities, strategies, and solutions.



Benefits of a Shared Governance Model

Issue	Traditional Model	Shared Governance Model
RISK MITIGATION	FAIL-SAFE APPROACH <ul style="list-style-type: none"> - Picks known actors, approaches, and larger organizations - Connections and contacts count 	SAFE-TO-FAIL APPROACH <ul style="list-style-type: none"> - Picks good ideas, emerging solutions, innovators, and smaller organizations embedded in local communities - Local credibility and creativity count
GOVERNANCE	TRADITIONAL GRANTOR-GRANTEE RELATIONSHIP <ul style="list-style-type: none"> - Limits external voices and input in decisions and oversight within closed structure 	SHARED DECISION-MAKING <ul style="list-style-type: none"> - Makes shared decision-making process and structure central to overall approach to change and women's empowerment
SELECTION CRITERIA	FIXED AND PRE-DETERMINED <ul style="list-style-type: none"> - Gives power and oversight to funders based on set criteria 	FLEXIBLE AND OPEN-ENDED (within RH/GBV parameters) <ul style="list-style-type: none"> - Trusts local knowledge and values dialogue in grant decisions, fostering ability to respond to changing, complex contexts
MONITORING & EVALUATION	COMMAND AND CONTROL <ul style="list-style-type: none"> - Uses numerical "targets" as weak proxies for impact - Risk of inflated measures and gaming - Limited evidence of long-term impact/systemic change 	COMMUNICATE AND LEARN <ul style="list-style-type: none"> - Uses rapid feedback loops to ACT on what works/doesn't work for impact and scale - Emphasizes KPIs that capture development/expansion of new practices, approaches or solutions - Elevates quality of new stakeholder connections/networks



Learning Hub With Rapid Feedback Loops

1 Create Platform & Define Learning Questions

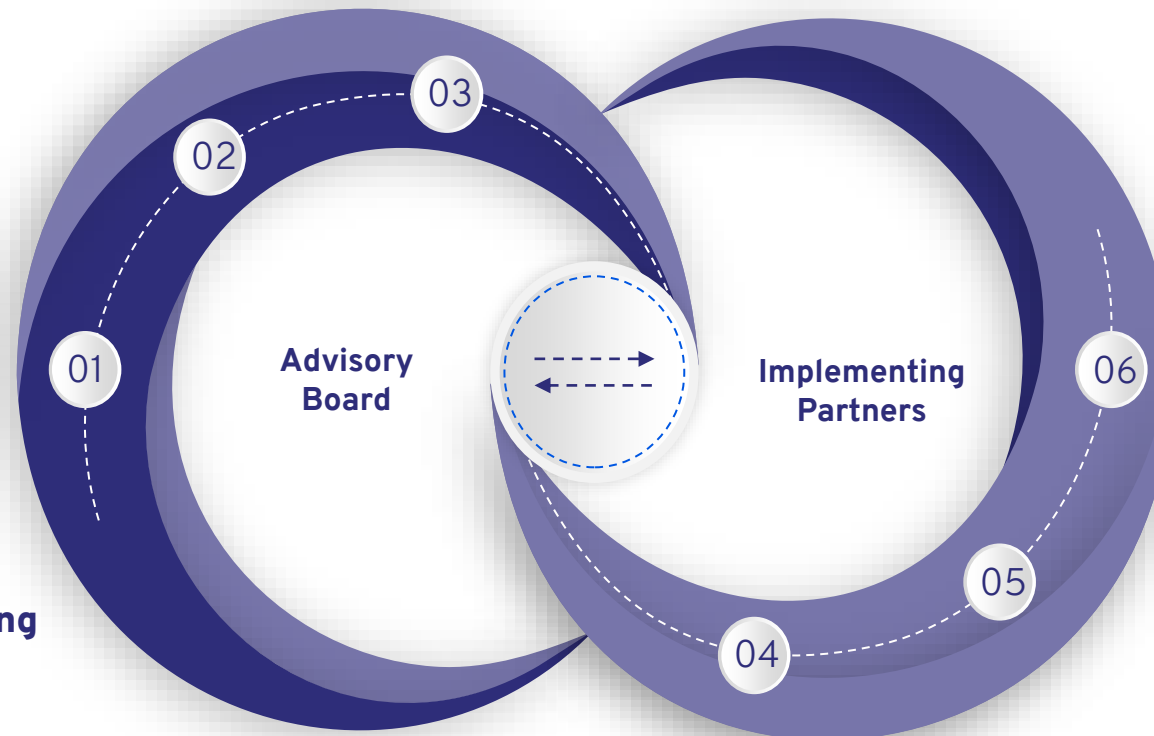
- ✓ Learning Platform (microsite) created
- ✓ Advisory Board agrees key learning questions

2 Collect Analytics

- ✓ Application details into infographics
- ✓ Funding requests
- ✓ Reports created and disseminated weekly

3 Conduct Real Time Reporting

- ✓ Fiduciary requirements
- ✓ Simple on-line progress report (quantitative and qualitative)
- ✓ Interviews with partners



4 Host Quarterly Zoom Learning Sessions

- ✓ Discuss report / interview findings (funders and grantees)
- ✓ Learning questions reviewed
- ✓ Interactive sessions

5 Summarize Feedback, Learnings & Communicate

- ✓ Create a brief summary quarterly dashboard of progress.
- ✓ Advisory Board to discuss learnings and adapt as needed
- ✓ Effectively communicate progress

6 Produce Annual Report

Annual report of fiduciary, progress, stories, etc.

Feedback occurs when the outputs of a system are routed back as inputs through a chain of cause-and-effect that forms a circuit or loop.



Grant Parameters

Economic resilience is not possible for a woman if she is unable to control her body, life, and future.

This impacts not only her own health and rights, but also her job prospects, economic potential, and the prosperity of her family, community, and country.

Support for proposals that advance women's economic resilience and address or are directly relevant to one of these interrelated areas:

- 1 Women's health, including sexual and reproductive health and rights like family planning, prenatal and maternal health, or menstrual hygiene management.**
- 2 Gender-based violence and sexual harassment.**



The Grant Recipients

PRIORITIES:

- **Women-led organizations** (female ED/CEO and at least 50% of senior management being women)
- **Community-based organizations** that are committed to significantly increasing women in their senior management roles

EFFECTIVE MECHANISMS FOR FUNDING COMMUNITY-BASED ORGANIZATIONS:

- **Grants to women's funds (1/3rd)** in the Global South that can redistribute resources effectively in complex places. Women's funds tap into the most trusted members of local communities for information, design, and delivery of programs and services and can ensure local transparency and accountability for investments.
- **Direct grants to community-based organizations (2/3rds)** committed to gender equity and with the size and capacity to manage large grants (at least US\$50,000.) Recipients can subgrant and support multi-stakeholder initiatives and other collective action efforts.



The Governance Structure

Democratized model of shared governance and grant-making



ADVISORY BOARD (AB) :

- **AB with 7-11 working members** who review grant proposals and make strategic decisions
- **UAP/UNF** serves as a non-voting AB member
- **All AB members have equal representation** - $\geq 50\%$ of voting members represent women's funds and community-based organizations

AB VOTING MEMBERS:

- **~4** corporate representatives
- **4-5** representatives of women's funds and community stakeholders/knowledge experts
- **2** NGO organizers: Business for Social Responsibility & Women Win/Win-Win Strategies

FUND STRUCTURE:

- **Advisory Board**, with balanced representation, **reflects the goals of investors and stakeholders**
- **UNF as fiscal sponsor** manages Fund and executes funding decisions based on AB guidance
- **WW/WWS manages the Learning Hub & Analytics** with quarterly interactive discussions with grantees, investors, and stakeholders
- **BSR/Company & AB corporate members hold consultative meetings** with all corporate investors



Advisory Board (AB) Membership

Diversity Considerations for AB Member Selection:

- **Wide-ranging, relevant experience and expertise**
- **Geography**
- **Sectors**
- **Type of Organization**

KEY RESPONSIBILITIES OF ALL AB MEMBERS

1. Establishment of decision-making processes and criteria
2. Grant review and selection
3. Strategic guidance and Fund expansion
4. Development of a learning agenda
5. Stakeholder representation and engagement

CRITERIA FOR CORPORATE AB MEMBERSHIP

- Employed by a current corporate investor in the Fund
- Willingness to **represent interests of all investors**
- Recusal from decisions where conflicts of interest arise
- **Ability to work 15-20 days annually on AB responsibilities & application review**
- **Commitment to Fund's governing principles:** consensus-building, learning and collaborating, and new ways of working



Accountability and Cost Structure

ACCOUNTABILITY

- UNF provides strong accountability systems, requirements, and fiscal oversight, using existing process for other funds
- Accountability enhanced by sub-granting through local Global South-based women's funds that already have accountability mechanisms in place
- Non-corporate and non-donor members of the Advisory Board not eligible for grants

COSTS

- Staffing for Fund fiscal and operations management
- Honorarium for NGO Advisory Board members for working role
- Learning Hub costs – an innovation platform for dialogue, feedback loops and dissemination
- Communications for dissemination of Fund model and shared learnings



Inside Philanthropy

“The fund will deploy the **collective resources of forward-thinking companies to boost the long-term economic resilience, health and fortunes of women** toiling to meet global demand. [...] The fund is putting its trust and ambitions in the hands of the **women and communities that will ultimately own their own priorities and solutions.**”



“The Fund aims to build on emerging practices in philanthropy by **investing in local women-led organizations, adopting democratized and participatory processes, and shifting the power dynamics** between funders and grantees. In doing so, we will **redefine what is possible through pooled corporate giving and community-led engagement.**”

Forbes

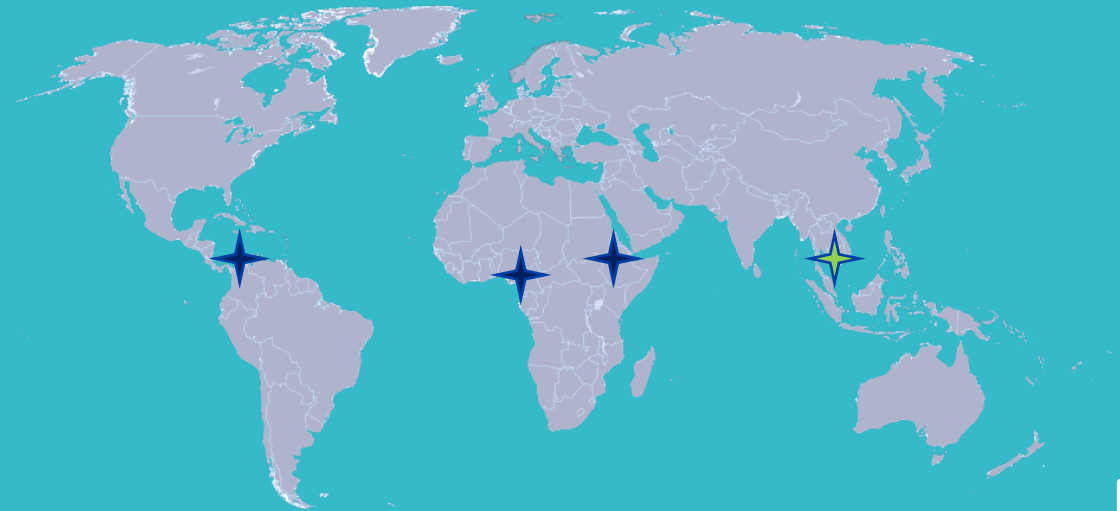
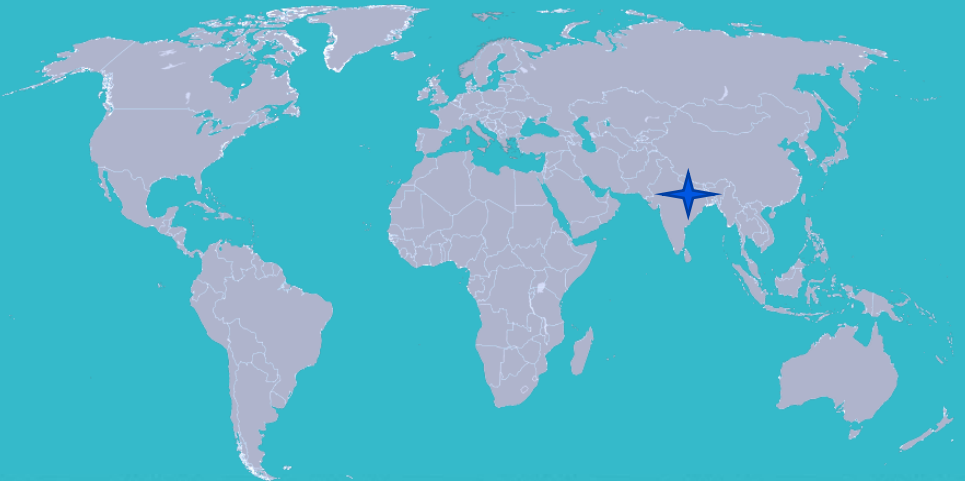
“It's past time to **flip the equation from the long-held practice of global funders handing over "best practice" solutions** and metrics to recipient communities. Instead, we need to take a decolonized approach that **invests in the vision of local feminist and community leaders who know what works best in their own contexts** and can strive for real equity.”



What's Next

Stage 1: The Fund awarded grants of \$1M in 2021 funding cycle in South Asia focusing on India and Bangladesh (target: \$ ~2M total)

Stage 2: Expansion to Southeast Asia in 2022, and then additional regions, such as Central and South America and East and West Africa (\$8M)



How to Become a Partner

CONTRIBUTORS:

- Companies from a wide range of industries that have a clear commitment to the health and well-being of their women workers and to gender equity

MINIMUM PARTICIPATION REQUIREMENT:

- US\$250,000 initial contribution, annual expectation of 3 years (co.s >\$1B annual revenues)
- US\$100,000 contribution annually for 3 years (co.s < \$1B annual revenues)
- A due diligence screen by the UN Foundation

MAJOR CONTRIBUTION OPPORTUNITY:

- Companies in strong financial position to contribute US\$2 million to \$5 million

OVERALL GOAL: >\$ 10m



For more information, please contact:

Marissa Wesely,
Women Win/Win-Win
Strategies
m.wesely@womenwin.org

David Wofford,
Universal Access Project,
United Nations Foundation
dwofford@unfoundation.org

