



POWER TO CHANGE FUND

Policy Document

16th March, 2009

PREAMBLE

The World YWCA Board, at its meeting of October 2008 adopted a motion for the development and approval of a Power to Change Fund Policy Document, with the objective of establishing a single funding mechanism to Member Associations in order to ensure efficiency, effectiveness and strategic delivery of the World YWCA Vision, Purpose and Goals. The policy is informed by the previous decisions of the Board and the World Executive Committees (1999-2007), the Case for Support and other original documents on the Power to Change Campaign, as well as the World YWCA Strategic Framework (2008/9 – 2011/12).

1. WORLD YWCA VISION

Founded in 1855, the YWCA has always believed in women's unique ability to transform individuals, communities, and societies in ways that change the thinking and actions of entire generations. The YWCA believes that women have the power to change and make the world a better place for everyone. Towards this end, the purpose of the World YWCA is to develop the leadership and collective power of women and girls around the world to achieve justice, peace, health, human dignity, freedom and a sustainable environment for all people. The vision of the World YWCA is of a fully inclusive world where justice, peace, health, human dignity, freedom and care for the environment are promoted and sustained through women's leadership. The World YWCA is supported in its work by affiliation fees, individual giving, private foundations, partners and friends.

2. WORLD YWCA LEADERSHIP PERMANENT FUND

At its World Council 1999, the YWCA movement made an unwavering commitment: to increase the resources and opportunities for developing the leadership of women and girls. Delegates unanimously endorsed a campaign to ensure that funding would be available regardless of political climate, currency fluctuations, economic downturns, or inconsistencies in annual support. Their aim: to establish a permanent fund that would generate ongoing income for the leadership development of women and girls worldwide.

The Leadership Permanent Fund is a permanent and protected fund whose principal will be invested over the long term. The goal of fund management is to preserve and maintain the real purchasing power of the principal in a diversified portfolio while allowing for an annual distribution of income. Income generated from the Fund's investment will be used in perpetuity to support the leadership

development of women and girls. The Fund will be invested through the existing World YWCA investment management process. The World YWCA retains a group of independent expert investment professionals, who review, monitor and make recommendations to the organisation.

3. PURPOSE AND COVERAGE OF THE LEADERSHIP PERMANENT FUND

The Leadership Permanent Fund will invest in local, national, regional and global programmes and events that promote the leadership vision and priorities identified in the World YWCA strategic framework. The Fund integrates a capacity building component as a standard element to ensure that the YWCA continues to have the necessary infrastructure related to governance capacity and staff skills to deliver on the programme.

Distribution of the income from the Fund will commence in 2008/2009 financial year (1 April 2008 – 31 March 2009). The Leadership Permanent Power to Change Fund is a programme endowment. At the close of each fiscal year, income from the Fund will be determined, and the World Board will approve the amount for distribution. The annual amount approved for distribution will include funds to support regional and global leadership development programmes and grants to Member Associations through the new Power to Change Fund. The continued growth of the Leadership Permanent Fund will also be considered. A budget will be prepared and resources allocated according to this approved policy. All income generated from the Fund will be used in accordance with the leadership vision and priorities identified in the World YWCA strategic framework. In line with the commitment of the movement to 25% of young women serving on boards or in leadership positions, the income from the Leadership Permanent Fund will directly contribute to leadership development for young women.

4. ESTABLISHMENT OF THE POWER TO CHANGE FUND AS SINGLE GRANT-MAKING MECHANISM TO MEMBER ASSOCIATIONS.

In view of the fragmentation of the current grant-making mechanisms to Member Associations, this Policy Document establishes the Power to Change Fund (P2CF) as the single mechanism for grant-making to World YWCA Member Associations. It respects donor priorities and the value of the existing mechanisms and incorporates the principles of capacity building of the movement together with support to programme work linked to strategic plans and the long term vision of both the World YWCA and the individual Member Associations. It maintains the flexibility of donor funding to provide general support for the World YWCA as a movement, or earmarked for specific countries/regions, as well as emergency responses.

5. PURPOSE OF THE POWER TO CHANGE FUND

The Power to Change Fund will invest in the leadership development of women and girls to advance social change around the world. It will strengthen the sustainability of women's leadership from generation to generation ensuring that women are equipped to respond in all areas, with knowledge and skills learned through YWCA training and development opportunities. It will continue to build women's capacity to respond to rapid social, political and economic changes that impact on women and girls. The Power to Change Fund will be used to develop the leadership and collective power of women and girls around the world to achieve justice, peace, health, human dignity, freedom and a sustainable environment for all people.

6. RELATIONSHIP BETWEEN POWER TO CHANGE FUND AND STRATEGIC FRAMEWORK

The Fund responds to the three goals of the World YWCA Strategic Framework:

- *Leadership development and capacity building* : To build the leadership of women and girls to develop the most effective solutions to the issues affecting their lives and communities (with a specific focus on young women)
- *Advocacy & Services* : To promote the social, economic, cultural, religious and political rights of women and girls through advocacy and related programmes and services.
- *Good Governance and Accountability*: To ensure YWCAs function at the highest level of organizational accountability, effectiveness and efficiency (with a focus also on mutual partnership and self reliance)

7. EXISTING SUPPORT TO MEMBER ASSOCIATIONS

- **Resource Sharing Programme (RSP)**

The Resource Sharing Programme (RSP) has been operating since 1903 but has undergone change of name (formerly Cooperation for Development) and revisions of criteria. The aim of the RSP is intra-movement cooperation and solidarity through sharing of resources. An evaluation of RSP in 2002 reaffirmed the key role of RSP as a mechanism for multi lateral sharing within the YWCA movement, stressed the importance of monitoring and coordinating bilateral and non-financial support within the movement, and placed emphasis on the importance of institutional strengthening and capacity building and sustainability.

The RSP criteria for grant-making to Member Associations includes a maximum allocation of CHF 11,000 to Member Associations to support training, national meetings, programmes for self-reliance, work with local branches, administration and salary (max 50% of budget). It includes a skills bank/human resources element where YWCAs can identify expertise across the movement through a centralised database. The RSP had been funded from the Women's World Day of Prayer German Committee, and Member Associations. The RSP has had an annual grant cycle and typically supported 40-50 Member Associations.

While the RSP has continued to be a solid support to the YWCA movement, a number of challenges have been observed. Over the years the RSP has not contributed adequately to sustainability since it supports the infrastructure of a member association without a clear link to the programme work. Moreover some YWCAs shifted their support to the global campaign for the Leadership Permanent Fund, reducing funding for the RSP.

- **Women and Development Fund**

The Women and Development Fund (WDF) was established in 1985, with the aim of encouraging expansion and diversification of innovative YWCA projects responding to women's needs at community level. An evaluation of the WDF in 1999 recommended that WDF grant-making be accompanied by development education and skills building for resource mobilisation to Member Associations. Since the WDF was established as a quick impact or rapid response resource, the amount provided was kept low and a quick turn around time established.

The criteria for grant-making to Member Associations through the WDF include a maximum grant USD 6,000 for one year duration, with the possibility of two grants to same project. The WDF funds issue-based projects focusing at community level, with women as leaders and beneficiaries. It is participatory and supported projects should have the capacity to continue after the funding period. The WDF also encourages the participation of young women and sharing of project experiences with other organisations and within the movement.

The WDF has been funded mostly by EED-Germany, HorYzon, Switzerland and by various other donors through funds earmarked for specific issues. The WDF funds on average 30 projects each year. The WDF is a good instrument for short term projects, however it encourages 'one off' and new initiatives - that may sometimes not be integrated into long-term objectives and plans.

8. SOURCES OF CONTRIBUTIONS TO THE POWER TO CHANGE FUND

The Power to Change Fund will be resourced from multiple sources, which are both flexible and accessible, but strategic for greater impact of the YWCA. The Power to Change Fund is a new mechanism that harmonises and expands previously existing programmes for grant-making to Member Associations. The following are the key ways of resourcing the Power to Change Fund:

- a. % contribution from the interest (income) of the Leadership Permanent Fund.
- b. Contributions from current donors/partners supporting the RSP programme and the WDF who are willing to support the new mechanism.
- c. Specific programme/projects grants that are either general or earmarked for certain associations
- d. Contributions for special appeals for either disasters or emergencies
- e. Any other contribution and gift made for immediate application and not investment.

9. OVERSIGHT AND MANAGEMENT

The Board of the World YWCA will be responsible for reviewing policies for the Power to Change Fund. The Board is democratically elected at the World YWCA Council and comprises women from all regions of the world. The Board will receive an annual report on expenditure from the Power to Change Fund and review policy issues on implementation of the Power to Change Fund.

The World YWCA General Secretary is accountable to the Board for the implementation of the policy on the Power to Change Fund, in line with the Strategic Framework and other policies of the World YWCA. She is assisted by the World YWCA Staff. The specific staff roles will include:

- Receiving and evaluating proposals for funding.
- Management, monitoring and evaluation of the projects.
- Financial accountability, reporting and auditing.
- Communicating results, stories and strategic outcomes associated with the Fund.

10. GRANT – MAKING TO MEMBER ASSOCIATIONS

• A. Guidelines and Procedures

I. The World YWCA adopts the grant guidelines and application form for Member Associations (Annex 1). Applications shall be received only from YWCA Member Associations who are affiliated to the World YWCA. There will normally be only one application per year approved for a Member Association.

II. The project management cycle:

- Bi annual cycle for applications: Call for Proposals sent out July and January with deadlines of 31 October and 31 March (Documents available upon request to the World YWCA and can be downloaded from the World YWCA web page www.worldywca.org)
- Regional Programme Directors receive application forms and supporting documents for review and consult/advise with Member Associations if necessary. Regional Programme Directors make a recommendation to the Project Appraisal team based on the Project Selection Criteria and share this and a summary of the application with other members of the Project Appraisal Team at least one full week before the team meets.
- Project Appraisal Team will meet twice a year to review proposals against the Project Selection Criteria, having regard to the resources available for grants and will make recommendations to the Leadership Team. Composition of Project Appraisal Team: The Deputy General Secretary (or as replacement Finance Director) as chair, at least two regional Programme Directors, the Finance Assistant and Regional Assistants, and a representative from the Communications Team. Interns will participate also as part of their learning.
- Final approval of applications by the General Secretary or Acting General Secretary on the advice of the Leadership Team.
- Decisions communicated to Member Associations: that the application has been approved (agreement letter sent), that the application has potential and may be resubmitted, or that the application has been declined.
- Cooperation agreement between the World YWCA and the selected Member Association signed. 80% of grant sent, the remaining 20% of the grant will be sent upon receipt of a satisfactory six month report.
- Monitoring and support to Member Associations for implementation
- Reporting to the World YWCA in line with the cooperation agreement (6 month narrative and financial report, and a final narrative and financial report not later than two months after the end of the funding period).

• B. Project Selection Criteria

Project applications, which must have the full support of the Member Association and be signed by the President and General Secretary of the Member Association, can be submitted by email, post or fax. The Power to Change application form should be used.

A. **Relevance** – Project’s objectives and activities consistent with the purpose of the Power to Change Fund and the World YWCA Strategic Framework.

B. **Project Approach** – The project approach must articulate the specific ways and strategies for achieving its aims. It should state how the beneficiaries and participants were involved in the project design; and how it will address some of the risks and challenges. The project must also indicate collaborating partners and ways and means of ensuring sustainability, including leveraging of other resources.

C. **Monitoring and Evaluation** – The project must include a monitoring and evaluation plan including the indicators for project success.

D. **Organisational Capacity** – The YWCA should preferably have a track record of projects of comparable scope and scale; staff or volunteers with skills and profiles to manage the project; a governance structure, and demonstrated use of the World YWCA Standards of Good Management. The project must also identify specific areas of capacity building that will be supported by the grant.

E. **Young Women** – The project must indicate how it will include the participation of young women in the design, implementation and monitoring of the project. It should also state how the content of the project will include a young women’s perspective.

F. **Budget** – The project must be accompanied by a clear and complete budget (in both the national currency & USD). The budgeted items must be reasonable for the work described. The project application should also indicate whether funding has been secured from other sources to complement the grant from the Power to Change Fund.

G. **Potential for Success** – The project application must show a likelihood of success and sustainability in its impact. It should further indicate how the lessons learnt will be communicated.

H. **Risk Analysis** – The anticipated risks and strategies for addressing them should also be identified

11. MONITORING AND REPORTING

The World YWCA General Secretary shall submit an annual report to the World YWCA Board on the implementation of the Power to Change Fund. The report shall be shared with the YWCA Member Associations; donors and contributors to the Fund; - and other stakeholders as will be determined from time to time. The General Secretary’s report should specify a) the specific contributions received during the year including the income amount from the Leadership Permanent Fund; b) the distribution of the grants in relation to the World YWCA Strategic Framework, c) the countries and Member Associations receiving the grants and d) the extent to which young women’s leadership has been integrated into each of the projects funded.

12. COMMENCEMENT.

The policy will be applied with effect from April 1, 2009.