THE MATCH INTERNATIONAL WOMEN'S FUND

STRATEGIC PLAN

2016-2019
Our organization, which this year celebrates 40 years of brave feminist work around the world, is enjoying a new and exciting moment. Formerly known as MATCH International, The MATCH Fund has worked with more than 675 women’s rights organizations in over 100 countries over the last four decades—a legacy that serves us as we ambitiously look to the future. Being defunded by the Government of Canada and losing more than 75% of our operating budget in 2010 was our turning point. Since that time, and in great thanks to the many supporters, collaborators, volunteers and donors who have walked alongside us, we have reached a new height. Today, as we embark on a 3 year strategy that is bold and undeniably ambitious, we are building not only on 40 years of feminist work, but on an exceptional period of growth and revival of the last 5 years.

In 2013, we launched The MATCH International Women’s Fund, dedicating our focus to getting money into the hands of women’s rights organizations working around the world. We boldly invested in women holding ground and breaking ground through early stage innovations. To date, we are investing in dynamic organizations in 25 countries, doubling our grant-making year on year. We have built a disruptive brand and reached millions of Canadians in their homes, in the streets and online. We have taken risks, we have made mistakes, and we have learned from our experiences. We have cultivated a lean and dynamic team—staff, board and volunteers—with expertise, boundless creativity, talent, and passion. And now we build on this momentum and this learning.

Developing this strategy has been a labour of love. We are grateful to the funders, grantee partners, women’s rights experts and social innovators that have guided our thinking and reviewed our drafts. On the following pages is our plan for 2016-2019: our most ambitious yet.
STRATEGIC PLAN 2016 – 2019

Women’s organizations around the world are claiming their economic, political, and social rights, a voice in decision-making at all levels, and an end to violence. These leaders hold their ground often in the face of severe backlash. They are working directly in communities to challenge deeply rooted inequality. These are the women, girls, and trans* people working to transform norms, attitudes and beliefs that harm generations. Their ideas, actions and perseverance are crucial for achieving breakthroughs for human rights, and yet they are chronically underfunded. ¹

Our aim is to bridge that gap.

We know that investing in the movements led by women, girls and trans* people themselves is what will ultimately bring about the most transformational change for a more equal world.² Data from 40 years of work in more than 70 countries shows that independent feminist movements are the single most important factor in advancing action to end violence against women. More than wealth. More than generational shifts. More than the number of women in positions of political power. It is the women’s movements themselves that make the biggest difference.³

¹ http://www.awid.org/sites/default/files/atoms/files/WTL_Starving_Roots.pdf
² http://www.mamacash.org/content/uploads/2015/02/Mama-Cash-Why-Womens-Funds_Feb-2015_FINAL.pdf
Our PURPOSE (Why we get out of bed)

The MATCH International Women’s Fund gives everyone the opportunity to use their power for good in this lifetime.

Innovation is knowing your power and leveraging it to meet a specific need at a specific time. Our partners and our donors do this every day. The MATCH Fund mobilizes the power of Canadian resources to amplify women-led innovations that drive transformative change at the grassroots. Whether it’s mobilizing your neighbours, raising your voice, or contributing your resources, everyone has power. And everyone can use it for good in this lifetime.

Our MISSION (What we do when we get out of bed)

To support innovative grassroots women’s organizations that are holding ground and breaking ground around the world.

The MATCH International Women’s Fund is a nimble Canadian funder, committed to supporting organizations leading change in their communities. We believe that the organizations we support possess deep knowledge and innovative capacity, and that this combination positions them to lead movements for change. We, therefore, pride ourselves on investing in our partners’ sustained actions to protect hard won gains and to push for creative breakthroughs in shifting attitudes and beliefs. We commit our resources to organizations that are women, girl, and trans*-led and that have community credibility. And we build bridges in Canada to better understand their impact and to amplify investment in their ideas.

Our INTENDED IMPACT (What we must accomplish before we go back to bed)

Women, girls, and trans* people at the grassroots will lead movements for transformative change: dismantling barriers, changing systems, challenging perceptions, and transforming society.
Our VISION (What we dream about)

An end to violence and discrimination against women and girls. For good.

Our vision is a future where all women, girls, and trans* people enjoy the full spectrum of human rights and have the resources they need to put their ideas into action. We work toward a future that is more just because courageous leaders are supported to advance their rights. Our vision is grounded in the knowledge that women’s movements are the key to social transformation, and that the people in these movements possess the innovative capacity and resilience to hold the ground they’ve gained and break new ground to transform society. We see Canadians taking leadership - standing alongside and investing in the movements that will bring about lasting change.
How we plan to achieve it

In the next three years, we will focus on three bold goals to accelerate our impact. We will mobilize more Canadians to invest in women’s organizations, expand our grant-making to the most dynamic women’s groups, and innovate from the inside out to become the game-changing activists, bridge-builders, fundraisers, and grant-makers we need to be. We will achieve our lofty goals guided by our sense of purpose and our core values.
Our VALUES

**Courage** We are driven by our humanity and compassion to stop the harm and hurt that comes from discrimination and injustice. We stand in solidarity with women’s organizations that bravely challenge the status quo. We invest in work that is political, complex, and embedded in the dynamics of power. Being a courageous funder means that we are risk takers, early adopters and responsive grant-makers at our core.

**Ambition** We punch above our weight in all we do, from the quality of our reporting to our deep relationships with our partners. From the friendships we have built with our donors to our ability to leverage corporate resources for good. We do this by always striving for excellence and taking that extra step. We envision a world where The MATCH Fund channels millions into the hands of women’s organizations, and won’t stop until we get there.

**Tenacity** We take our cue from the organizations we fund that are resilient and unrelenting in their work to make the world a better place. We acknowledge that change doesn’t happen overnight. But we are in it to win it, however long that takes.

**Feminisms** We believe in the universality of women’s human rights. We recognize that there are multiple feminisms, and that feminism itself is both intersectional and diverse. We exist in a world of interconnected oppression and this impacts different women in different ways, depending on their class, race, age, ability, sexual orientation or religion. Our work is stronger when we include women, girls, and trans* people across movements.

**Innovation** We believe that innovation happens when people and organizations flex their reflex to think creatively. We believe that making the space to solve problems through creativity and ingenuity will ultimately lead to the disruptive ideas that will change the world. This is a way of working that is built within our DNA.

**Agility** The world is changing fast and we are committed to remaining nimble in all we do to create the most strategic opportunities for change - we may pivot quickly, experiment and adapt- and this is part of a dynamic process of refinement. We acknowledge that this is a learning journey for us all, and we strive to build an organizational reflex that is responsive, creative, open-minded and thoughtful in all we do.

**Collaboration** The global women’s movement, of which we are part, is one of the most dynamic examples of collaboration. The impact of what we can do together is unimaginable when we leverage our different strengths and passions for good. We will always opt for an approach that gives us the diversity of expertise and bench strength to do it better. We acknowledge that we can be powerful brokers and alliance builders to strengthen the field of women’s rights philanthropy, and that our relationships with partners, women’s funds, corporate allies and innovation leaders will amplify our collective work.
Our PLACE in the WORLD

We are a women’s fund, and we proudly situate ourselves within a strong legacy and network of women’s funds around the globe. This means that we take concrete steps to support the many organizations and movements led by and for women and trans* people. We go into this work with our eyes and hearts wide open, amplifying the voices of the most marginalized communities: in our grantmaking, in our partnerships, and in our communications.

We know that human rights activists the world over are operating in ever more hostile contexts.

WAR AND DISPLACEMENT

The world is currently facing its worst refugee crisis since the Second World War, due to conflict and natural disasters intensified by climate change. Protracted conflicts in Somalia, Afghanistan and Syria, as well as new or more recently re-ignited conflicts in South Sudan, Yemen, Burundi, Ukraine and the Central African Republic, have resulted in unprecedented levels of forced displacement. Women and girls are disproportionately affected by these crises, bearing the brunt of horrific strategies to terrorize entire populations. Women the world over are being used as weapons of war- Iraq, Colombia, the Democratic Republic of Congo are but three examples.

VIOLENCE AGAINST WOMEN

Violence against women and girls continues to be one of the most prevalent human rights violations in the world, regardless of geographic region or socio-economic development levels. One in three women will experience physical or sexual abuse in her lifetime, often by an intimate partner. Particularly harmful traditional practices like female genital mutilation or child marriage continue to affect millions of women and girls globally. According to recent UN estimates, 200 million women and girls alive today have been subject to female genital mutilation in 30 countries, and each year about 15 million girls are married before the age of 18.

DISCRIMINATION AGAINST SEXUAL MINORITIES

Pervasive discrimination and violence is still faced by sexual minorities around the world. According to the International Lesbian, Gay, Bisexual, Trans and Intersex Association, there are 77 countries with criminal laws against sexual activity by LGBT people, exposing individuals to the risk of arrest, prosecution and imprisonment. In five of these countries, homosexuality is punishable by death. Combined with deeply-embedded homophobic and transphobic attitudes, this lack of legal protection contributes to systematic human rights violations against people for their sexual orientation or gender identity.

4 The June 2016 UNHCR report found that a total 65.3 million people were displaced at the end of 2015, compared to 59.5 million just 12 months earlier. http://www.unhcr.org/news/latest/2016/6/5763b65a4/global-forced-displacement-hits-record-high.html
5 http://www.unfpa.org/news/10-things-you-should-know-about-women-world%E2%80%99s-humanitarian-crises
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LACK OF SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Progress on sexual and reproductive rights is still slow, with an estimated 225 million women around the world who want to avoid pregnancy not being able to use safe and effective family planning methods. Millions of women experience unsafe abortions worldwide each year, of which about 85% take place in the global South. It is estimated that 47,000 women die from complications of unsafe abortions each year.

ECONOMIC INEQUALITY

Economic inequality around the world is reaching new extremes. The richest 1% now have more wealth than the rest of the world combined. At a time of unprecedented global wealth, millions of women are still trapped in low paid, poor quality jobs, denied even basic levels of health care, water, and sanitation. Women still carry the burden of unpaid care work, intensified by austerity policies and cut-backs.

CLOSING SPACE FOR CIVIL SOCIETY AND PERSECUTION OF HUMAN RIGHTS DEFENDERS

The women’s organizations that combat these injustices are increasingly restricted by the growing religious and political fundamentalisms in different regions, anti-migration and nationalist agendas, and counter-terrorism measures aimed at silencing rights advocates. Since 2012, more than 100 laws have been proposed or enacted by governments around the world in order to restrict the registration, operation, and funding of non-governmental organizations. There are many examples of these trends: the March 2016 murder of Indigenous leader, Bertha Cáceres, in Honduras; government targeting of civil society organizations in Egypt; smear campaigns against sexual and reproductive rights activists in the Americas; and the vilification of LGBT rights advocates in countries such as Pakistan and Uganda.

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9 http://www.unfpa.org/family-planning
10 http://www.who.int/reproductivehealth/topics/unsafe_abortion/magnitude/en
13 A study published by CIVICUS last year found that core civil society freedoms were violated to a significant degree in at least 96 countries during 2014. http://www.civicus.org/images/SOCS2015ExecutiveSummary.pdf More recently, a 2015 report by human rights funders published highlighted similar trends https://www.ihrfg.org/featured/challenging-closing-space-civil-society-practical-starting-point-funders
But women and girls are not just victims of war, violence and injustice. Despite the challenges they face daily, women’s organizations innovate, mobilize and lead movements for change in the face of great adversity. Thanks to the sustained activism of women’s movements, important victories continue to be secured. Below are but a few examples:

- In May 2015, Nigeria took a historic step introducing a new federal law to prohibit the practice of female genital mutilation. The law also addresses other forms of violence against women and prohibits men from abandoning their wives or children without economic support. Many women’s organizations in the country continue their work so that the underlying root causes and cultural views that underpin this practice can be addressed in tandem with criminalization.

- Malawi, one of the countries with the highest rates of child marriage in the world adopted a historic bill in 2015 raising the minimum age of marriage to 18, following sustained advocacy efforts by women activists and organizations. But laws alone are not going to end the practice. Action needs to happen at multiple levels, especially by local leaders and community actors. For example, last year, one woman district chief annulled 330 child marriages and sent the children back to school.

- Another crucial victory for women this year came from Guatemala. A 2016 landmark ruling in the country made history in addressing the impunity of sexual violence in conflict. A national court convicted two former military officers of crimes against humanity against 11 Indigenous Q’eqchi’ women who were subjected to sexual violence and slavery during Guatemala’s civil war. The court sentenced the military officers to harsh prison sentences and awarded the women unprecedented reparations. This was the first time that a national court anywhere in the world considered charges of sexual slavery during an armed conflict, making the ruling an international human rights victory.

These victories take years to bring about. They take coordination, resources, commitment, and perseverance. And they take a wide range of actors, movements, and voices to secure.

Because of this, The MATCH Fund supports a diversity of approaches. (That’s why we put the “s” on Feminisms. That’s why we use the term Trans*) In both our storytelling and in the structures that underpin our work, we recognize the power at the intersections of movements and identities. It means fighting for environmental justice alongside female waste workers living in poverty. It means supporting grassroots organizations led by and for trans* people. It means defending the rights of Indigenous women, people living with disability, women in same-sex relationships, and those at the front lines of labour rights struggles. Our work is made stronger by including women, girls, and trans* people across all lines of race, class, and sexual identity. Most importantly, we will never claim to be in this work alone.

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15 https://www.theguardian.com/society/2015/may/29/outlawing-fgm-nigeria-hugely-important-precedent-say-campaigners
16 http://www.girlsnobrides.org/child-marriage/malawi/
Our PLAN

Putting money into the hands of women is the epicentre of our work:

The mission of The MATCH Fund is to support innovative grassroots women’s organizations that are holding ground and breaking ground around the world. Therefore, our primary goal within this strategic plan is to bolster our grantmaking capacity. Every year, for the next 3 years, we will double our grant-making in order to ultimately provide $3.5 million CAD in grants to women’s and trans* groups by 2019. We will pilot more tailored and flexible funding mechanisms to specifically invest in organizations’ capacity to navigate complex and fast-paced change and opportunities.

To facilitate this work, we must build both a diverse funding base and a strong team to execute this ambitious agenda.

MONEY
We will pursue an ambitious growth strategy that will see The MATCH International Women’s Fund raising $10 million CAD in the next three years. By the end of 2019, we will have increased and diversified our funding base to reach an a gross annual revenue of $5 million CAD and engaged hundreds of thousands of Canadians in a meaningful conversation about philanthropy to advance women’s and trans* rights around the world.

US
We know that our success to date can be credited to our unique and dynamic culture. In the next 3 years, we will build on the authentic ‘us’, embrace our start-up culture while also strengthening systems to more creatively and effectively serve our mission.

GRANTS
Every year, for the next 3 years, we will double our grant-making capacity in order to ultimately provide $3.5 million in grants to grassroots women’s organizations in 2019. We will balance our giving to those organizations that have established relationships and credibility in the community as well as reach newer/emerging groups who have existed for a period under five years. We remain committed to funding organizations led by representatives of the populations they serve. While we invest in women leaders, we will continue to support organizations who are meaningfully engaging men and boys as change-makers in their own right. We will increase our support to groups working in particularly challenging geographic contexts, either because of increasing conflict and violence against women, girls and trans* people or rising conservative forces threatening human rights. This includes funding women’s organizations where the tragedy receives less attention but is no less devastating. This will require us to increase our support to groups in underfunded regions like Francophone Africa and the Middle East and ensure funding to organizations led by and for LGBT, Indigenous, and young women.
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What is our model?

Our grant-making model works at the intersection of women’s rights and innovation.

Our work is based on the assumption that women, girls and trans* people are exceptionally creative because of the complex realities they are required to navigate every day to advance human rights. We are intentional in seeking out innovative organizations that approach their work with curiosity for unique collaborations, opportunities, and entry points. This may be boxing classes for girls that invite a conversation about who in the community may be at risk of violence. It may be a group of filmmakers using their car as a studio to document human rights violations against the lesbian and transgender community in Georgia. It may be developing a social enterprise bringing together women rag pickers in Kolkata, creating safer work spaces for some of the most deeply stigmatized women. It is often disruptive, and it is often work that happens at the margins.

In order to select innovative organizations with potential for impact, we rely on our Advisory Council. This is a talented and diverse expert group of volunteer advisors composed of leading social innovation and women’s rights experts who assist in reviewing proposals and making funding recommendations. Grantees are often chosen from a call for proposals, but also from recommendations from other women’s funds and like-minded human rights funders.

We see ourselves, and those we fund, as critical actors within the global women’s movement, and through our varied actions, we are collectively building toward significant shifts and systems change.

In our grant-making, The MATCH Fund takes this into account by funding both the core operational costs associated with the brave, day to day work of our partners, and also investing in their big ideas. This requires embracing a level of risk, responsiveness, and openness to learning from failure. We see our partners as central decision-makers, and we trust them in how funds are used. As our budget grows, we aim to enter into more multi-year partnerships that provide our partners with predictable and flexible resources, so they can better plan and adapt their strategies over a period of time.

In addition to providing resources, we broker relationships and connect our partners with other funders and learning opportunities, ensuring their visibility in influential spaces. Whether it is opening doors for grantees to approach other donors, nominating them for relevant awards, funding coaching, or supporting their participation in key conferences, forging these connections is an essential aspect of the role The MATCH Fund plays. This is particularly critical when women and trans* rights activists are at risk as a result of their work, and we commit to working with others to ensure their protection. We recognize our position as a funder, and we are deeply committed to working with a range of funders to best leverage the impact of our giving.
How do we measure?

Funding at the intersection of innovation and women’s rights means that we cannot predict the outcomes in their totality. Social change is hardly ever linear but rather a long-term, multi-faceted process. The women’s movement itself is ever-changing and the challenges we collectively address are deeply complex. Therefore, our framework and systems for tracking progress must make room for uncertainty, adaptation, unexpected challenges, and opportunities.

Our goal is to strive for systems change by supporting our partners to be both adaptive and creative problem solvers. We will measure progress as it pertains to fundamental shifts in gender systems, attitudes, norms, beliefs, and behaviours. We look at the innovative strategies of our grantees over time and the types of change they are able to create. In order for social change to be transformative, different types of changes are needed at different levels (from individual, institutional and community) and in different areas. The awareness of individuals about their own rights and power has to be strengthened, their access to resources and services has to be increased, improvements have to be made to the formal legal and policy environment and informal values, practices, and norms have to be transformed if we are to see real change.18

In the 2016-2019 period we will measure our progress according to the following priorities:

**Priority 1:** Increasing the number of ‘holding and breaking ground grants’ to up to 60 organizations and enter into at least three institutional partnerships to expand our grant-making to specific groups (e.g. Indigenous women, LGBT individuals, or young women).

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Day in and day out, Kolkata’s nearly 16,000 rag pickers—many of whom are women and girls—sift through mountains of the city’s trash. Scraps of tin might earn a ragpicker the equivalent of $1 CAD per day. But the hazards of the work might kill her first.

The MATCH Fund’s partner, Resolve Trash 2 Cash (T2C), provides Kolkata’s ragpickers with sterile gloves to protect themselves from hidden sharp objects. They teach the women effective ways to wash their hands. They remind the children that, no matter how hungry they are, it is never safe to eat the food they might find.

But Resolve knows that none of this is changing people’s lives; it is just making the day-to-day a little easier. That’s why Resolve T2C started a social enterprise where women rag pickers learn to make artisanal products out of recycled paper. With help from Resolve T2C, they sell these products online for higher profits than they would ever make in a day of rag picking. Meanwhile, Resolve T2C engages with the Kolkata municipality to change the city’s policies and practices vis-a-vis women ragpickers. In this way, women are accessing resources, learning new skills and changing the very policies that hold them back.

That’s what we mean when we talk about “transformative change.”

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18 These four domains of change are based on the Gender at Work Change Matrix, a framework developed to capture complex social change and used by women’s funds in their monitoring, evaluation and learning.
By 2019 we will have collected evidence and stories that document the types of changes grantees achieve following a phased approach. In years 1 and 2 we will focus on tracking two types of changes and analyze patterns relating to:

- How our grantees have increased awareness about their own rights and power; for example more girls and young women taking leadership in their schools and communities;
- How our grantees are facilitating access of women, girls and trans* people to resources such as training, leadership development, livelihoods, integral support for violence survivors, health, and justice;

In year 3 we will collect data on some of the changes that take longer to bring about:

- Changes in laws and policies that grantees are advocating for to advance rights of women and trans* people, for example laws to address violence against women, to expand women’s access to sexual and reproductive rights.
- Changes in social norms and practices, for example how the attitudes and beliefs of men and boys and religious leaders are changing and how community views on women and LGBT people are being transformed.

Throughout the process we will also track what kinds of innovations are being used by grantees to bring about the relevant changes. These could be new approaches of developing women’s leadership, new ways of challenging cultural norms, or the use of disruptive technology. We will look at expected and unexpected changes; we will encourage grantees to share both enabling factors that are accelerating their work and challenges that are holding them back in order to better adapt our support.

**Priority 2:** Strengthening our ‘learning grants’ mechanism and increasing investment to support organization’s networking, coaching, and peer learning opportunities.

By 2019:
- 20% of our grant-making budget will support ‘learning grants’ that respond to self-identified capacity needs and facilitate exchange of experiences and strategic networking opportunities for partners;
- We will collect evidence and share examples of how learning grants are increasing knowledge and skills, broadening networks and/or strengthening leadership capacity in organizations to advance their work.
Priority 3: Developing an ‘Ideas Fund’ as a flexible tool to support women’s groups in capitalizing on potentially transformative moments.

We acknowledge that transforming societies is a long game - a marathon and not a sprint. However, we do believe that there are occasional moments within human rights movements that allow change to be fast-tracked. We are particularly curious about how we can be better in supporting our partners to leverage these opportunities to create the most significant change. We recognize that creative ideas can emerge at any time in the work of an organization and that hardly any mechanisms exist for them to access resources in order to act quickly. We will work closely with our partners to identify unique social, environmental and political conditions where a quickly executed strategy can be catalytic. We will encourage all of our partners to think creatively about new and disruptive approaches and match this creative thinking with responsive grant-making, putting money in their hands within days to put their plans into motion.

We will work closely with our partners to identify unique social, environmental and political conditions where a quickly executed strategy can be catalytic.

By 2019:
- The mechanism for the ‘Ideas Fund’ will be operational and able to receive/assess applications year-round;
- We will have facilitated timely resources to at least 15 organizations aiming to capitalize on creative ideas to advance their agendas.
- We will have documented lessons and experiences to improve our understanding of how these grants support creative processes in organizations, what kinds of changes are emerging, what does and does not work, and how we need to adapt our mechanism and practices as funders of innovation.
One of the greatest obstacles faced by the women’s movement is the chronic underfunding of its greatest asset: the women, girls, and trans* people leading change on the ground. As a Northern-based Fund, our greatest contribution to the global women’s movement is to invest strategically in those who are leading change on the ground. We believe that Canadians have tremendous potential to exponentially grow the amount of money going to these organizations. Canada is a ripe marketplace for philanthropic giving in the human rights space because, especially now, we proudly boast our progressive values at home and the global stage. The MATCH Fund will tap into this opportunity and pursue an ambitious growth strategy that will see The MATCH International Women’s Fund reaching a gross annual revenue of $5 million by 2019. By the end of 2019 we will have increased and diversified our funding base through the following strategies:

- Raising $10 million within three years by mobilizing major and sustaining donors, leverages corporate partnerships, builds legacy giving, and works with foundations;
- Creating content to increase awareness and challenge Canadians to expand their philanthropy and meaningfully invest in the global women’s rights movement;
- Investing in our brand campaign and strategic communication tools to reach new audiences, growing the pool of Canadians investing in women, girls, and trans* people in the global South;
- Experimenting with new fundraising methods, including new platforms and tools;
- Start building an endowment fund as a building block of sustainability;
- Strengthening the organizational position and pipeline to ensure sustained grant-making in the years to come.
What is our model?

Our Fund Generation model is focused on retaining our current donors and growing new champions (that span age brackets and income levels) within Canada. Using The MATCH Fund’s Fund Development Plan as its guide, the fund generation model emphasizes contributions from major donors, foundations & corporations, individual donors (monthly & one-time) and estate gifts. It is the quality, depth and mutual respect of these relationships that will ultimately inform our work and secure grant-making in the future. The MATCH Fund is built on donors who have a deep alignment with our values. We strive to build strong relationships with every donor— from the Patron of our Fund to the donor who has been giving $5 a month since 1988.

The MATCH Fund’s communications and branding efforts (couched within the Fund Generation strategy) will continue to remain a flagship for our work. Our campaigns will continue to be edgy, disruptive and provocative. This is because we need to enlist a larger and more diverse Canadian base if we are to change the game. We will retain our disruptive, youthful, expert and honest brand character while we continue to build new conversations with the Canadian public. This means meeting Canadians where they are: in the streets, watching television, and on their newsfeed.

Canada is in a unique political moment and women’s rights are now on the agenda in a more prominent way. This means The MATCH Fund will need to rethink its government engagement strategy, and wherever possible, influence decisions that can put more money and attention for women’s organizations. Our story has taught us that it will be important for The MATCH Fund to maintain its independence, and we will not put ourselves in a position where we are dependant on government funding (or any other single source) again.

How do we measure?

Further elaborated in the Fund Development Plan, our 2017-2019 priorities will be measured in the following ways:

Priority 1: Pursuing a growth strategy that will see The MATCH International Women’s Fund reaching a gross revenue of $5 million by the end of 2019.

By 2019, The MATCH Fund will reach an annual budget of $5 million. This will require raising $10 million during the next three years. Gross annual revenue goals for each year of this strategic plan are the following:

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This growth will require that the right talent is both developed and sourced in order to deliver on a diverse fundraising platform.
Priority 2: Developing new strategies to meet funding goals

There are many strategies that The MATCH Fund currently employs to diversify and grow our revenue streams. Additionally, we have identified new opportunities that we will launch throughout this three-year plan. The following are examples:

Year 1 (2016-2017)
- Launching an outward-facing campaign to raise $10 million over three years. This campaign, led by the entire Development team, will employ a matching gift strategy to engage both high level individual, corporate, and foundation donors and also a broad base of donors who support The MATCH Fund at smaller amounts.
- Building out a strong corporate strategy, led by The MATCH Fund’s Lead Strategist. This strategy explores the creation of a Global Innovation Council, comprised of influential women corporate executives.
- Growing The MATCH Fund’s Major Donor pipeline by stewarding current major donors and mentoring emerging high net-worth philanthropists to join The MATCH Fund’s donor community. This will be led by the Executive Director, with support from the Development Team.
- Employing expert donor stewardship practices, with a focus on maintaining or lowering The MATCH Fund’s current level of donor attrition. This will be led by The MATCH Fund’s Development Team.

Year 2 (2017-2018)
- Hosting a Global Women’s Innovation Summit to bring grassroots leaders from the global South together with corporate leaders in the global North. The Summit will enable leading corporate women to further amplify the work of The MATCH Fund’s innovation partners, to play a visible role in global leadership, and to use their intellectual and monetary capital to support women and girls around the world.
- Growing the pipeline of one time and recurring donors, led by The MATCH Fund’s Development Team and pro-bono brand partners, to feed into the success of The MATCH Fund’s $10 million campaign.

Year 3 (2018-2019)
- Building upon our earlier work with corporate executives and entrepreneurs to explore how to capitalize on the power of women’s consumption to drive fundraising dollars.

It is important to note that all revenue generation strategies build upon The MATCH Fund’s constant learning and experimentation. As new opportunities and challenges arise, we will nimbly revise our strategies to raise $10 million by 2019.

Priority 3: Integrating The MATCH Fund’s branding initiatives with the organization’s fundraising goals

- Year 1 (2016-2017) builds upon the momentum of The MATCH Fund’s disruptive brand campaign. This year sees The MATCH Fund and our pro-bono partners exploring ways to maintain the reach of previous campaigns while focusing on capturing new audiences. This will expand The MATCH Fund’s database.
- Years 2 (2017-2018) and 3 (2018-2019) grow the reach of The MATCH Fund’s branding efforts while focusing on dynamic digital storytelling strategies to convert people on our mailing list into new donors.
- Years 1, 2, and 3 see The MATCH Fund exploring new ways to broaden our base of Canadian donors who give under $500 online. This “democratization of philanthropy” is what will ultimately grow a regular and reliable revenue channel (see priority 4 for further explanation).
Priority 4: Raising awareness of women’s rights issues and challenging Canadians to rethink their philanthropy.

- From 2016-2019, The MATCH Fund will cultivate high net-worth Canadian women to understand their own philanthropic power. This work will dovetail with the strategies outlined in Priorities 1, 2 and 3 and will have a strong focus on storytelling and presenting donors with options to move along a continuum of engagement.
- Simultaneously, The MATCH Fund will show leadership in “democratizing philanthropy” for women, girls and trans* people at the grassroots level. Through the kinds of stories we tell and the platforms we use to tell these stories, we will honour gifts of all shapes and sizes, demonstrating that anyone can be a philanthropist. Indeed, beyond the ballot box, philanthropy is the next best way to cast a vote for a better world.
We are a living and breathing organization grounded in a complex reality and impacted by the progress and regression that is inevitable within the movements we are part of. This means that we must be adaptive as issues and opportunities arise.

Over the next three years, The MATCH Fund will continue to grow our ‘start-up’ culture and build upon our many assets. For example, since our 2013 launch, we have established a governing board of experts: fundraisers, entrepreneurs, corporate and business leaders, and marketing mavens. These individuals are thematic experts, recognized leaders from global women’s movements, and trailblazers when it comes to new mechanisms for resource mobilization.

These assets will help us retain the nimble and creative qualities that The MATCH Fund has come to embody, and they will guide us to strengthen our internal systems in order to manage steady growth. This translates to a strong focus on growing and attracting the best talent, being a purposeful and engaging place to work, and using smart solutions to effectively manage the big workloads of a lean team:

• Over the next three years, we will live into our values of courage, ambition, tenacity, feminisms, creativity, collaboration and agility across Board, staff, advisors, friends and champions.
• We will test our own innovation infrastructure within The MATCH Fund team to create an ecosystem that has built-in creativity, openness about failure, experimentation, and constant learning;
• By 2019, we will have improved our systems for measuring impact, monitoring successes and failures, and embedding our inner storyteller to amplify the importance of this work. We will solidify how we remain accountable and transparent to grantees, donors and ourselves through our grant administration, finance and fundraising systems.

What is our model?

Our model is grounded in the belief that our culture is the key to our success. As a lean team with big ambition, how we work together and the systems we use must bring out our collective strength. It means using smart systems. It means structured support and leadership development. It means fostering a learning culture. It means being people-centred. It means staying focused. It also means that we must acknowledge that our power comes from the fact that we are so much more than a staff team, rather strengthened and supported by a Board of Directors, Advisory Council and many dedicated volunteers. Our team has depth- women’s rights experts, philanthropists, social innovators and corporate players. This is what allows us to punch above our weight.

Our openness to learning in this stage of growth will be pivotal to our continued success. As players in the women’s movement we will share what we learn and we will ask tough questions to ultimately be better at what we do. This especially means that we will embrace the teachings of our partners in order to understand how to better support them and others.

Over the next three years, our feminist values will guide how we work in order to ensure we are responsive to the multitude of realities of staff. Conditions of life will be accommodated in the conditions of work. We will endeavor to create a place where our team can thrive- where each of us has a strong sense of purpose, the opportunity to learn and the space to lead.
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How will we measure?

Priority 1: Organizational culture
- We will mirror the Ideas Fund within our own team to ensure we, too, are shaping our mindsets to be creative, opportunistic and acting swiftly in the right moments.
- We will embed our Humanifesto (see next page) into all aspects of work.

Priority 2: Organizational systems
- All staff and work teams will have annual work plans and learning plans, that are revisited and modified 2-3 times per year if required;
- We will use tech wisely and with discretion to monitor various areas of our work, communicate with a wide array of stakeholders, and reach partners in ways that work for them. We will conduct an annual tech audit to determine learnings and areas for growth;
- By 2019, The MATCH Fund will document our learnings related to culture building and feminist human resources and will share these learnings with partners, other women’s funds and development organizations.

Priority 3: Build up staff
- A nimble HR system will be piloted in 2016 (wherein individual baselines will be established) and adapted for 2017-2019 that will facilitate frequent pulse-taking of staff, including check-ins, staff surveys, 360 evaluations and informal feedback loops;
- All staff will be given the opportunity to pursue a self-determined passion project for up to 15% of their time;
- There will be 6 dedicated days per year for deeper learning opportunities for staff as well as dedicated team building initiatives;
- A cross-team buddy system will be implemented to ensure morale, professional and personal support for staff;
- Each individual team member will have clear strategies for the unique working arrangements she or he requires, with emphasis on accommodating personal realities as well as the integration of work and life.
Who are the people who make up this international Canadian women’s fund? What drives us to be our best selves? Read our Humanifesto: a glimpse into the essence of who we are.

HUMANIFESTO

We are all optimists. Every single one of us. In spite of it all. We stand on the shoulders of the most incredible people. And we don’t take that for granted. We claim the right to speak up and tell stories of courageous women and trans* people around the world. We lend our unique voice, our energy, our passion and our talent to a collective movement for rights, for justice, and for change.

We fought our way back up, we are firing on all cylinders, and we are in our ascension. That means we don’t sit still. Not at meetings. Not at our desks. Not when it comes to getting more money for women and girls. We build experimentation into everything that we do, and we ‘punch above our weight’ like it’s a mantra. (It’s actually our mantra.). We always check in with our gut, our heart, and our heads. Sometimes this means that the goose bump factor sways our decision. We cultivate spaces to doubt, to take risks, to ask questions, and to have dance parties, even when it’s uncomfortable (and even though some of us are better dancers than others).

So what’s our magic sauce? It’s a unique combination of grit, humour, and boundless passion for the work. It’s our diversity. It’s recognizing that we all have something to offer. (We love working with men who use their powers for good.) Our children, our partners, our parents, our siblings, our pets are all part of The MATCH Fund’s story. We believe there is an emoji for every situation, especially the urgent unicorn. We wear our Development Hats and our Failure Mittens with pride. This is our DNA. This is what makes us who we are.