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UNITED NATIONS
ECONOMIC AND SOCIAL COUNCIL

ECONOMIC COMMISSION FOR AFRICA

ECA/ACW/MR/GHA/2001

MISSION REPORT

AFRICAN WOMEN'S DEVELOPMENT FUND

ACCRA, GHANA
6-9 December 2001

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MISSION REPORT: AFRICAN WOMEN'S DEVELOPMENT FUND

Accra, Ghana: 6-9 December 2001.

1. Background To The African Women's Development Fund (AWDF):

The African Women's Development Fund is a fund raising and grant making initiative, which aims to support the work of African women's organisation. The AWDF is the first Africa-wide grant-making organisation in Africa. The vision of the AWDF is "for African Women to live in a changed world in which transformed women can live with integrity and in peace". The mission of the Fund is to mobilise resources in order to fund local, national, regional and international initiatives for transformation led by African women. The AWDF supports work in five thematic areas, namely: Women's Economic Empowerment, Political participation, Peace building, women's Human rights and Health, Reproductive Rights and HIV/AIDS. All these are also areas of concern within the Global and Regional Platforms for Action.

The idea of setting up the African Women's Development Fund (AWDF) goes back to 1994, during the African Regional Conference for the preparation for the Beijing Global Conference. (See attachment I for history and background). The difficulties that were faced by Non-governmental organisations in obtaining funding to participate effectively in this conference, and the obvious lack of institutional capacity during the conference were important indicators that an African initiative focussing on institutional capacity building was necessary. The AWDF has now been established and the first regional Secretariat Office is functioning, based in Accra, Ghana.

To ensure accountability, relevancy and transparency, the AWDF has instituted an Executive Board, composed of experienced women within and outside Africa. In addition, there is a Regional and International Advisory Committees. Because of the focus on women's economic empowerment, and her initial role in conceptualising the establishment of the fund, the Regional Advisor has been requested to serve on the executive Board. Given the relevancy of the AWDF's work to the work of the African Centre for Gender and Development (ACGD), and the leadership that Ms. Ouedraogo has taken in strengthening capacity of women's NGO's, she has been requested to serve on the international Advisory Committee. The involvement of ACGD in this important initiative will also be important in ensuring that the objectives of the Fund will remain focussed on African Women's development objectives.

The objectives of the mission were to:

- Participate in the Executive Board meeting,
- Participate in and facilitate the Regional Advisory Committee meeting, and
- The African launch of the AWDF

(See attachments II, III and IV for agendas of the meetings)

2. Major Achievements Of The Mission:

2.1 The major achievement of the mission is that the Board was able to discuss and give guidance regarding the Africa Women's Development Fund's strategic Plan for 2001-2003. (See attachment V, for details of the strategic plan). In addition, the advisory committee was able to discuss all the areas of

concern and recommendations on how best the AWDF should respond to the clientele. Some of the main issues that must be addressed, if the AWDF is to be effective were highlighted, such as:

- Building/strengthening women's leadership,
- Ensuring that feminist principles of management are integrated into women's NGO's
- Challenging the gender mainstreaming concept, to ensure that it is not simply another way of accommodating the status quo,
- Support innovative approaches to strengthen women's economic empowerment,
- Establish a program for mentoring young women,
- Reducing conflict and divisions within women's organisations, and
- Supporting work in conflict zones and addressing the social-cultural practices that is still very oppressive to women.

2.2 In analysing the key issues in the different areas of concern, the advisory group emphasised that economic empowerment of women is a strategic action that will enable women to participate in all areas more effectively. Capacity building was identified as a cross cutting issues in all the areas of concern and for all the women's NGO's. It was pointed out that although the AWDF funds only women's NGO's, the best project proposals are already coming in from male led NGO's. Recommendations were made regarding capacity building for women' NGO's as follows:

- Leadership for women's organisations should focus on democratisation of NGO structures,
- Minimise Internal NGO conflicts which are usually a result of undemocratic leadership,
- Develop feminist organisational culture as well as principles and values of management, including planning for change within organisations,
- Encourage the development and use of strategic and gender planning tools,
- Introduce and encourage IT skills and use of internet within women's organisations, and
- Support programmes that maintain strong and strategic networks.

3. Follow-up: given that the AWDF is a newly established institution, the Board noted that it would be important to maintain a close oversight to ensure accountability and transparency. It was agreed that the Executive committee should ensure regular updates through teleconferences. The next teleconference will be in March. An Executive committee meeting will be held in May and the Board meeting will be in August.

The Chairperson's Final Report November 2000- May 2001

History and Background

The idea of setting up a pan-African Fund was put into action in Dakar in 1994 at the Fifth African Regional Conference in preparation for the Fourth World Conference on Women. The idea had been around for some time but the catalyst for moving from idea to conceptualising and starting the process was the activities of some African Governments and some donors in their relationship towards NGOs in general and women activists in particular. The process of preparing for Beijing was marred by efforts to control both the substance of the deliberations and the creation of a platform of action acceptable to women in Africa. Governments decided which organisations and individuals, funders, including the UN, should fund. Funders based in some countries were obliged to accede to Government's request because they were in danger of being thrown out of the countries.

At the Fifth Regional Conference in 1994, The Global Fund for Women organised a fund- raising workshop, which Hilda Tadria and I attended. I was unable to sleep. If the GFW could start in someone's kitchen and in a few years be making grants globally, what stopped us in Africa doing the same specifically for Africa women? Quite clearly, there were resources in Africa from which we could draw. Further, from experience of dealing with funders from the west, this was a saleable idea. As someone who believes in widening ownership of ideas and programmes and collective action, I woke up Hilda from a deep sleep at 6am to walk on the beach and talk about this idea. We then spoke to the two representatives of the Global Fund for Women about the possibility of support to allow us to meet to conceptualise. We wrote our first proposal there and then and GFW granted us funds in their next cycle following the submission of the proposal. We met for two days in Harare to set out the vision and mission of the Fund. We also held consultations with various pan-African networks based in Harare and UNIFEM to inform the process.

During the conference in Beijing, UNIFEM and GFW convened a panel on women's funds and I represented the Fund. Hilda represented the Fund at the Women's Funding Network meeting preceding the COF meeting in San Francisco at the invitation of GFW. On her return, she went on a fact-finding tour in Nairobi to find out how AMREF and AERC and other foundations were established and funded. Because of the difficulties of communication across Africa, we used some of the first funding to purchase modems to be able to communicate. During this period, I was country director for CUSO here in Ghana and Hilda was an independent consultant so we could do this on a voluntary basis, but it meant progress was slow, as we could not concentrate fully on establishing the Fund.

The proposal that we sent to the GFW after the needs assessment that took place with their support had the following Vision-

- to build the capacity of women's groups in Africa to enable them to have an impact on their societies to bring social justice for all.

The way the vision was to be fulfilled was to give *grants for institutional capacity building*.

The vision and how to effect it have not changed. We may have expanded it over the years and embellished it but all that time ago it was quite clear that women's groups needed institutional support to be able to do the necessary work effectively.

The proposal had indicated Uganda as our headquarters, because we realised the necessity to base the organisation in a country where one of the founders originates so she could facilitate the establishment of the organisation in the country. I was also more mobile than Hilda as her base of operations as a freelance consultant was in Uganda. In 1995 compared with Ghana (the other possible base), Uganda had a more conducive environment, with its emphasis on gender in development and its efforts towards a culture of democracy.

The management system in our proposal was based on a paid position which would be created for a non-national as we were aware of the difficulties of a national heading a regional body, which can often lead to "nationalisation" of the organisation. And a part-time paid position would be created for the national, because we could not expect someone to concentrate on establishing the organisation to the detriment of her own earnings. None of us is independently wealthy. We also proposed a management board and an advisory board so that the management board could take the decisions regarding honorariums and the process of accountability and transparency could be put in place.

When I was offered the position of Regional Coordinator for WiLDAF, Hilda and I and Anne Firth Murray, the Founding President Of GFW agreed that such a position would expose me to a bigger network of African women's organisations and would contribute to the grounding of the Fund. Whilst I was at WiLDAF, the idea was put on the back burner {with the fire still burning} as there was a possibility of conflict of interest; I was the main fundraiser for WiLDAF and I felt funders may not look kindly on either organisation if I was seen to be fundraising for both organisations at the same time. Further, it was not part of the strategy of WiLDAF nor was it something that its Board felt was within the mandate of WiLDAF so I could not act as a "home" for the Fund.

When Bisi and I first discussed the Fund in 1998, it emerged that the board of Akina MamaWa had agreed to investigate the possibility of setting up a fund on the same lines as AWDF. It did not make sense to have two initiatives on the same lines at the same time so we agreed to work together. This is why AMWA gave institutional support to the fledging organisation. The coming together also speeded up the process of working towards our goal.

During the four years between 1996 and 2000, the political and economic situations changed. Based on the criteria identified in Uganda in the first place, I looked at Ghana and other countries I had become familiar with through my position at WiLDAF, where we could be based. The review of laws and policies in countries, included matters to do with exchange control and the ease of transferring funds to other countries in Africa. The other issues were:

1. The ease of obtaining agreements with governments and the benefits that accrued. It became clear that either the presence of a national involved in the organisation / the employment of a professional promoter for a fee made a lot of difference to being able to obtain such an agreement
2. Personal Security for staff and the security situation of the country as a whole
3. The Political and economic situation

Hilda had relocated to Addis so the Uganda base was no longer viable. In any event the survey pointed to Ghana as one of the most suitable countries.

For a new organisation, be it in the corporate or non-profit sector to be established, there is a need for someone to play the role of a promoter. From experience and lessons learnt in the establishment of FEMNET, WiLDAF and the Gender Centre in Accra, without a full-time focus from someone based in the country, the establishment of an organisation such as AWDF would take a very long time. The Gender Centre in Accra for example was very slow in establishing itself till we decided that one of the founders should take the role of paid executive director. Since then the Centre has become the leading advocacy centre for women's activities in Ghana. This was also true of WiLDAF in Zimbabwe. Lisa Venaklassen was living in Zimbabwe and started the process before the substantive Regional Coordinator arrived. She stayed on for another nine months to assist in establishing the organisation: all for a fee. In the case of WiLDAF, because no Zimbabwean was involved, it took eight years for the organisation to obtain an agreement with the Government! In the case of FEMNET, a board member of Kenyan origin played the same role for two years for an honorarium.

Informed with the above, coupled with the progress being made with the fundraising and the need for funders to see a base in Accra established as quickly as possible, I resigned my position as Regional Coordinator with WiLDAF to start the process of establishing an office in Accra and negotiate a memorandum of understanding with the Government of Ghana.

During the teleconference in November, it was agreed that I should receive an honorarium, the details to be worked out with Yolanda Richardson. I reported on this in the first report that went out to all members in February 2001.

During the period of this report, I have concentrated on the Fund, used my connections and the whole of my activities have been for the Fund. Sometimes the activities have clashed with dates for possible consultancies and because the focus is on the AWDF I have not taken up the consultancies, neither have I accepted other jobs offered to me. I

have been using my contacts, goodwill, time and all my energy for the organisation. All members of the Board, with the exception of one are employed or engaged in some activity from which they earn their incomes.

ACHIEVEMENTS OF OUTPUTS

Registration of the Organisation in Ghana

I gave instructions and paid a fee to a firm of lawyers recognised for their work with non-profit organisations, Gharthey & Gharthey to register the organisation as a non-profit limited by guarantee as quickly as possible to allow us to open a bank account as we had received our first cheque as the African Women's Development Fund from MATCH International.

A non-profit was registered in our name. Because we had to be so quick standard off-the-shelf regulations were provided. I have redrafted and amended the regulations to take advantage of alternative regulations within the Companies Act, which reflects the AWDF's objectives specifically.

The Office

The office is now established and functioning. The activities for reaching this position, entailed:

1. Two months of looking at possible offices for the Fund. It was a daily activity, calling Estate Agents, driving to the sites and inspecting the premises.
2. Sending my comments etc, to Bisi via email on a thrice-weekly basis.
3. When a suitable office was identified, negotiating a lease and access to allow for refurbishment
4. Further negotiations to allow us a rent-free period whilst the refurbishments were being done. So although we had access from January 2001, the commencement date for the lease was the 1 April 2001, thereby saving the organisation, \$3200.
5. Finding suitable companies to do the refurbishments, which involved daily visits to the offices to show them round and discuss the possibilities and what we needed.
6. Receiving quotations and going through them with the companies
7. Research the best air conditioners for low energy costs and good support services. On identifying the suppliers, spending at least five hours working out with them the best way to fix them.
8. Negotiations with the bank to facilitate transfers of sums for payments that were necessary.
9. Applications for telephones for the office. I managed to get at least one for the office and the rest will follow shortly. As you are all aware, services such as telephones are difficult to come by without many visits to the Telecom offices, even though in this situation Ghana Telecom is quite efficient.

10. **Recruitment-** the office is staffed with a Financial Administrator and an Administrative Officer recruited in Ghana. I inserted and paid for the advertisement (which was later reimbursed) and negotiated a space at the Gender Centre for the interviews. I also did the first short listing and together with Bisi did the final listing. We interviewed the candidates together. The Grants Administrator was recruited from Akina Mama Wa.
11. After the recruitment, Bisi returned to the UK. I took up references and wrote the letters of appointment to the successful candidates and letters of regret to the unsuccessful candidates. Because the office was not quite ready, we had meetings at my house as a means of orientation and to evaluate progress and share jobs.

Representation of the Organisation

During the period of reporting, I represented the organisation in different forums either alone or with Bisi.

- a) I had the opportunity of attending the African Commission on Human and Peoples' Rights in the Republic of Benin, where I took advantage of the situation to do a presentation on the AWDF to groups present. I took French and English brochures to distribute. I also did a presentation to some of the delegates present. This was to make people in Africa aware of us. I was in Benin for five days at the cost of another organisation.
- b) I represented the organisation in Nairobi at the International Workshop on Fundraising convened by the International Resource Alliance Group. This time I was there specifically on behalf of AWDF. I applied for space to do a presentation and it resulted in being requested to write an article, which I wrote and sent to Bisi for further additions that she may think necessary. This was to show the collective nature of the initiative. The article was published in the Resource Alliance Newsletter in September.
- c) Bisi and I attended the International Women's funds meeting in Oaxaca in Mexico.
- d) I was invited to Burkina Faso for a meeting on the Women's Protocol to the African Charter. I took advantage of the situation and made a short presentation and distributed brochures to participants who had come from all the Francophone countries in West Africa.
- e) Bisi and I attended the Council on Foundations meeting in Philadelphia from where we went to New York for the board meeting.

The representation of the Fund has for a considerable time become a daily affair. It is constant and I always carry brochures with me to distribute.

Negotiations with the Government of Ghana for a memo of understanding

Negotiations with the Government started in January because of the elections. This involved presentations to both the Ministry of Foreign affairs and advocacy with the Ministry of Women's Affairs as that Ministry had been identified as a suitable sponsor since the Fund is not an NGO as such.

I prepared the document and spoke to various international funding organisations and NGOs based in Ghana before I completed the document and presented it to the Ministry. It is being processed for presentation at a cabinet meeting for approval. It is at the moment with the Ministry of Finance as it has cost implications for the Government in terms of taxes etc. The Minister of Women's Affairs is personally monitoring the process with the expectation of it being approved by the end of this year.

A majority of the international NGOs are functioning on temporary agreements or none at all, making the progress of our agreement the more remarkable.

Preparations of draft Byelaws etc

Both Bisi and I spent a lot of hours preparing papers for the first Board meeting. I took on the responsibility of the draft byelaws in particular.

Reporting to Funders

Three interim reports and two final reports for the period September 1999 to April 2001 have been sent to Match International, Canada.

Setting up the Ghana support group.

I talked to friends who I know are able to support the Fund because of their positions within society and their understanding of the necessity for such a fund. They are also willing to use their contacts to support the organisation particularly in relation to the Africa Launch. This entailed visiting them individually, talking to them on the phone and getting some commitments from them to attend the first lunch I hosted to discuss what they could do for us. The group, though very busy are working towards a successful launch.

General

Generally I was doing all that was necessary to establish the organisation in Ghana. A description of one typical day may give some idea of amount of time and energy spent in establishing the organisation.

7.15 am telephone calls from home to contacts to arrange meetings for the day
8.30am Calls to offices and suppliers for appointments.
9.30am Leave home and drive into town-

1. Meeting with Civil Aviation Authority, our landlords. No one is on time so I often have to wait for over an hour. Meeting to discuss terms and conditions of the lease.
2. Visit to Ghana Telecom – it took about 8 visits to get the telephone. There are no lines to the office and that is why it was necessary to lobby so hard for the one line. We were promised some more lines but when the new President of Ghana decided to live at home, all the lines were diverted to his house, which we virtually overlook.
3. Visits to the office with possible suppliers of equipment etc. It was often hot and uncomfortable as the office was empty.
4. Visit to an Internet cafe to access emails, and respond to them accordingly.
5. Perhaps a presentation on AWDF to visiting scholars from the USA, or representing the organisation at a workshop.
6. Visits to talk to persons who may be interested in supporting us. Often this took several visits.

I often returned home late in the evening. My day was totally occupied with AWDF matters.

CONCLUSION

Even though Bisi is now in Ghana, I still spend a lot of time at the office, as there are still matters to be attended to. The days I do not go to the office or see someone we need to talk to for support etc. are rare. As we are planning for the Launch, all hands are on board.

One of the problems about working in Africa is that nothing happens fast. What would take a week in the US or UK takes five weeks here. There is also a cultural barrier that can sometimes hold things up. For example, we should be able to obtain radio- phones for the office, which would relieve our problems particularly with access to the Internet. After the office was set up and the office staff came on board, I left them to chase up for these radio -phones. They have working on it but it has been taking even longer time than usual because there is a pervasive cultural attitude on the part of middle management of not taking young women seriously. There is respect for seniority so I have had to take it up again.

Establishing anything in Africa takes valuable time, knowledge and contacts.

AGENDA FOR AWDF EXECUTIVE BOARD MEETING

Date: December 5th &-6th 2001

**Venue: La Palm Royal Beach Hotel,
Accra, Ghana**

Please read: **All enclosed documents**

Please bring: **All enclosed documents**

Wednesday December 5th

8.30-11am: Executive Committee

11.30am-1pm: Concurrent committee meetings

- a) Programs Committee
- b) Finance Committee

1-2pm: Lunch

2-4pm: Committee meetings contd.

4.30-6.30pm: Fundraising Committee

Evening: Free

Thursday December 6th

9-10am

- a) Minutes of last meeting
- b) Executive Director's report

10am-1pm: Report back from committees and discussion (including break)

1-2pm: Lunch

2-5.30 pm (including break)

- a) Committee reports contd.
- b) Strategic Objectives of AWDF, 2002
- c) The Evelyn Zinanga Memorial Lecture Series
- d) Board commitments
- d) Any other business & close

Friday December 7th: Africa Regional Advisory Committee Meeting
(Optional)

Saturday December 8th:

- a) ARAC contd (9-1pm).
- b) Official launch of AWDF 8.00pm.

Sunday December 9th

Lunch at residence of Ms Joana Foster, AWDF Chair.

**PROGRAM FOR AWDF AFRICA REGIONAL ADVISORY
COMMITTEE MEETING, DECEMBER 7TH-8TH 2001, ACCRA,
GHANA.**

The objectives of the December meeting are:

- 1) To provide an opportunity for members of the ARAC to share their experience of feminist organising in Africa with the AWDF board and staff.
- 2) To reflect on current issues affecting the women's movement in Africa and examine lessons learnt and implications for a feminist donor such as the AWDF.
- 3) To discuss strategies for supporting the work of the AWDF in the region especially in the areas of outreach to grantees, reviewing requests for funding and providing technical assistance.

PROGRAM

Thursday December 6th: Arrivals

Friday December 7th

9-11am: Opening Session. Moderator: Ms Joana Foster.

- a) Welcome and introductions
- b) Update on AWDF activities: Bisi Adeleye-Fayemi
- c) Discussion

11-11.15: Break

11.15-1pm: *Current challenges facing the women's movement in Africa: What new strategies and thinking do we need?*

Commentators:

Ms Gladys Mutukwa
Dr Bene Madunagu
Ms Muthoni Wanyeki

Moderator: Dr Abena Busia

Discussion

Lunch: 1-2pm.

Thematic workshops (2-5.30pm)¹

- Women's Human Rights (Rapporteur: Ms Angela Dwamena Aboagye)
- Political Participation (Rapporteur: Ms Aissata De)
- Peace Building (Rapporteur: Ms Ndey Sow)
- Economic Empowerment (Rapporteur: Ms Rose Mensah-Kutin)
- Health, Reproductive Rights & HIV/AIDS (Dr Ramat Mohammed)

The advisers should address the following questions in the workshops:

- What are the critical issues facing the Women's Movement in these thematic areas?
- What are the lessons we have learnt as a Movement in these areas of work?
- What strategies have worked best?
- What do we need to do more of?
- What do we need to do less of?
- What are the capacity building issues in each of these areas?
- How can the AWDF strategically respond to concerns in each thematic area?

5.30pm: Close

8pm: Informal reception

Saturday December 8th (9-1pm)

9-11am: a) Report back from Day 1. Moderator: Ms Jessica Nkuuhe
b) Group work.

Group 1: *Capacity building and sustainability of African women's NGOs-What are the key issues? What is the role of the AWDF?*

Resource persons: Ms Jeannette Eno & Dr Kafui Johnson

Group 2: *Local resource mobilisation in Africa: What challenges and opportunities are there?*

Resource persons: Ms Madonna Larbi & Ms Jean Kamau

Group 3: *Supporting the work of the AWDF: What role can regional advisers play?*

Resource persons: Ms Becas Fernando Mateus & Ms Catherine Mabobori

11.15-1pm: Final plenary & close. Moderator: Dr Hilda Tadia.

¹ The workshops might be combined

PROGRAM FOR AFRICA LAUNCH, AFRICAN WOMEN'S DEVELOPMENT FUND.

Venue: Convention Center, La Palm Royal Beach hotel, Accra, Ghana

Date: Saturday December 8th 2001

7-8pm: Arrival of guests and pre-dinner drinks

8pm: Welcome by MCs: Dr P.A Busia (Professor, The State University of New Jersey, Rutgers)
Mr Kwaku Sakyi-Addo (Radio & TV Presenter, BBC Correspondent)

8.10-8.30pm: Welcome Address by Ms Joana Foster, Chair and Co-Founder, African Women's Development Fund

Welcome speeches: Hon Gladys Asmah, Minister for Women's Affairs, Republic of Ghana
Hon Hawa Yakubu, Minister for Tourism, Republic of Ghana

8.30-9.20: Dinner & entertainment

9.20pm-9.30pm: **Slide Show:** Presented by Ms Bisi Adeleye-Fayemi, Executive Director and Co-Founder.

9.30-9.50 pm: Performance by Fifi Rafiatou, highlife performer, Togo

9.50-10.00pm: Presentations by AWDF grantees

10.00-10.10: Speech by Special Guest: Her Excellency, Mme Chantal Campaore, First Lady, Burkina Faso

10.10pm-10.30 pm: ***Put your money where your heart is*** - Appeal for donations by AWDF
Patrons: Ms Akosua Busia, Actress, Screenwriter & Poet, star of '***The Colour Purple***'
Dr Kwabena Appenteng, Managing Director, Transaction Management Services, Ltd, Ghana

10.30-10.50: Donations & Entertainment

10.50-11.15: Formal Launch

Speech by Special Guest of Honour, Her Excellency, Chief (Mrs) Stella Obasanjo, First Lady, Federal Republic of Nigeria

Official Launch of the AWDF: His Excellency, Alhaji Aliu Mahama, Vice-President, Republic of Ghana

11.15-11.20: Vote of thanks & close: Dr Hilda Tadria, Co-Founder and Board Member, AWDF.

AFRICAN WOMEN'S DEVELOPMENT FUND

STRATEGIC PLAN JAN 2001-DEC 2003

AFRICAN WOMEN'S DEVELOPMENT FUND

STRATEGIC PLAN JAN 2001-DEC 2003

1. BACKGROUND & CONTEXT

The year 2000 review of the impact of the 4th United Nations World Conference on Women (Beijing 1995) revealed that there are still considerable obstacles in the way of achieving worldwide equality for women. Global phenomena such as the debt crises, structural adjustment policies, increased militarisation and communal violence, have continued to widen the gap between most Western nations and developing regions. The Africa region has fared particularly badly over the past two decades, especially under the impact of the negative consequences of globalisation. If there is a crisis, women are affected in different ways from men, and in most cases, they suffer most. This affects all spheres of development – economic, political, technological or social. Therefore women in Africa have borne the brunt of the continent's misfortunes.

These are some of the challenges currently facing African women:

- Approximately 44% of Africa's population, the majority of whom are women, are currently living below the poverty line of USD39 (per capita) per month. Women continue to lack access to resources such as land, capital, technology, water and adequate food.
- Africa has the lowest literacy rate in the world at only 50%. The majority of the illiterate are women.
- Africa's maternal and infant mortality rates are the highest in the world. The HIV/AIDS pandemic has had a devastating impact on the continent. Women and girls are more vulnerable to infection
- Over the past six years at least 2 million Africans have lost their lives in wars and genocide. Many more have become refugees. These conflicts have placed tremendous burdens on women who suffer displacement, loss of families and livelihoods, various forms of violence, and the responsibility of sustaining entire communities.
- African women are still underrepresented in leadership and decision-making positions.

- In spite of the fact that many African countries have ratified the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), and other regional and international agreements guaranteeing the human rights, equality and integrity of women and girls throughout the life cycle, African women still face discrimination in all spheres of life, in public and private. Violence against women is still endemic, discriminatory laws still serve to control women's lives and bodies, and harmful traditional practices still persist.

In response to these challenges, there have always been a large number of women's organisations in various parts of Africa, working on many fronts to promote gender justice and equality. Many of these organisations, which constitute what is known as the African Women's Movement, have problems of sustainability because their growth and development cannot be adequately resourced. It has become clear in this new millennium, that the role of civil society organisations on the African continent is indispensable. Women's organisations in particular have made significant gains and contributions. The issue of access to funding for strategic initiatives in Africa is vital if all the gains that have been made by the African women's movement in the 80s and 90s are to be sustained.

The newly established African Women's Development Fund will add immense value to the field of philanthropy in Africa. It is the first region-wide Fund in Africa giving grants to women's organisations at a local, national, and regional level.

The objectives of the AWDF are:

- 1) Fundraising within and outside Africa;
- 2) Grant-making on an Africa-wide basis
- 3) Communication, focusing on the work and achievements of African women's organisations.
- 4) Providing technical assistance to strengthen grantee organisations

1.2: VISION/MISSION STATEMENT

The African Women's Development Fund (AWDF) is a fundraising and grant-making initiative, which aims to support the work of the African Women's movement. **The vision** of the AWDF is for African women to live in a changed world in which transformed women can live with integrity and in peace. To this end, **our mission** is to mobilise financial, human and material resources to support local, national and international initiatives for transformation led by African women, which will lead to the achievement of this vision.

1.3: OPERATING PRINCIPLES

Our fundraising, grant-making and communications strategies are based on the following values and principles:

- We believe in the personhood of African women, and that their rights are an inalienable, indivisible and integral part of universal human rights
- We believe in acknowledging, valuing and rewarding women's paid and unpaid labour in the private and public
- We believe in solidarity, partnerships, networking, a commitment to young women's leadership, and an inter-generational transfer of skills and knowledge.
- We believe in nurturing feminist principles and promoting feminist leadership
- We believe in our own diversity and recognise the benefit of working with diverse institutions and individuals
- We believe in, and encourage partnerships and alliances with men who are deeply committed to the empowerment of women
- We believe in the growth and long-term sustainability of organisations led and managed by women in a democratic, transparent and progressive manner.
- We believe that the African women's movement is part of a broader movement within and outside Africa, aimed at creating an enabling environment for good governance, social justice, and equality, and which tries to counter the negative consequences of globalisation
- We believe that our work is linked to that of a Global Women's Movement which has worked hard for gains for women, and which is sustained by the voices, hands and work of women from all over the world

3. HISTORY OF THE AFRICAN WOMEN'S DEVELOPMENT FUND

- The AWDF emerged out of two initiatives which have evolved over the past six years. In 1995, Ms Joanna Foster and Dr Hilda Tadria started planning for a Fund, which would mobilise and support women's projects in Africa. They did some feasibility work and networking to pursue the idea. They also got a grant from the Global Fund for Women for planning but this was not claimed. In 1996, Ms Foster went to work as the Regional Coordinator of WiLDAF, and the plans for the fund were temporarily put on hold.
- In 1994 Ms Bisi Adeleye-Fayemi, Director of AMwA suggested to its members, that the organisation should start a Fund to help reduce the high level of donor dependency in the African women's' movement. It was decided that the organisation would pursue this once it had established a track record for itself with the African Women's Leadership Institute it was planning at the time.
- In 1997, when Ms Adeleye-Fayemi became aware of the work that had been started by Ms Foster and Dr Tadria, the three of them agreed to work together rather than duplicate efforts.
- Ms Adeleye-Fayemi approached the AMwA Board to ask them to host the Fund as a project of AMwA on a temporary basis till the Fund could finish its feasibility and planning, and be able to mobilise its own funding to become an autonomous institution. This allowed her to spend her time and institutional resources working with Ms Foster to mobilise support for the AWDF.
- In March 1998, there was a meeting at Carnegie Corporation of New York which was organised by Ms Yolonda Richardson, who was then Program Officer responsible for social development, health and women's rights issues in Africa. The objective of the meeting was for the African women delegates who were around in New York at the time for the annual Commission on the Status of Women, to meet the new President of Carnegie Corporation, Dr Gregorian Vartan. At the meeting, the President was asked about the possibility of giving endowments to regional organisations that had been grantees of Carnegie for some time. His response was that Carnegie does not give endowments, and even if they were to consider this, it would not be to an individual NGO, but to an intermediary institution. He gave the UN/ECA as an example. The delegates present pointed out that this might not be appropriate for the needs of women's NGOs in the region. At this time, plans for the Fund were under way but Ms Adeleye-Fayemi and Ms Foster (who were both at the meeting) did not feel that they were ready to make specific pronouncements to this effect.

- In November 1998, at the Mamacash Anniversary celebrations in Amsterdam, Ms Adeleye-Fayemi, Ms Foster and Ms Madonna Larbi (Executive Director, Match International) met and spoke extensively about the plans for the AWDF. Ms Larbi pledged a modest but consistent grant from Match International for basic institutional support over the next five years. The Fund was registered in Accra, Ghana in 1999. The Global Fund for Women also started supporting the fund with travel grants for networking and learning.
- In March 2000, Carnegie Corporation invited some African women who were attending the CSW to another meeting at their offices. This time, it was more or less to bid them goodbye, since by now, their funding priorities in Africa had shifted to higher education and public libraries. This meant they would be shedding most of their current portfolio of grants in the region, and almost all the women's organizations would drop off. At this meeting, they said they were concerned for the long-term sustainability of the African women's movement and wondered what could be done. This time Ms Adeleye-Fayemi and Ms Foster were ready to discuss their plans for the AWDF. They informed Carnegie that the African Women's Development Fund had been established, had its rationale and priorities and was prepared to start supporting the Movement. Carnegie Corporation representatives were relieved to hear this and pledged to support the Fund in any way they could.
- On June 8th 2000, AMwA sponsored a launch for the AWDF during the Beijing Plus 5 activities in New York. It was a very successful event and was attended by over 200 people most of whom were African women delegates to the conference. Up to \$13,000 was raised in cash and pledges, and there was overwhelming support for the Fund and its objectives.
- On June 12th 2000, Carnegie Corporation of New York helped the AWDF convene a donor roundtable in New York. The meeting was attended by senior program personnel from Ford Foundation, Rockefeller, Global Fund for Women, and Carnegie. The John D. and Catherine T. MacArthur Foundation was invited but could not attend, but the Program Officer concerned met with Bisi in London shortly after and endorsed the AWDF. The outcomes of the donor roundtable were as follows:
 - The donors present pledged support for the Fund and encouraged proposals for institutional and program support
 - They undertook to cover the Fund's running costs for the initial three years to leave the board and senior staff free to concentrate on starting an Endowment Fund
 - They will introduce the Fund to a wide variety of institutional and individual donors in the US
 - They will provide technical support and assistance to the Fund as and when needed
 - The AWDF was encouraged to register as a 501 (3) (c) in the US.

- Over the past two years, Ms Foster and Ms Adeleye-Fayemi have participated in several regional and international meetings both in their capacities as representatives of WILDAF and AMwA respectively, and also as representatives of the AWDF. These events have provided valuable opportunities for learning about philanthropy within and outside Africa, and specifically, how women's funds are led and managed. Examples are: participation in the Women's Funding Network conference, New Orleans (1999), Association for Women in Development, Washington (November 1999), the Sixth African Regional Conference on Women, Addis, November 1999, the Women's Funding Network Conference and Council of Foundations, Los Angeles (May 2000), the first meeting of the Global Network of Women's Funds, Nepal, January 2000, the launch of Angela Borba, a Brazilian Women's Fund in August 2000, and the second meeting of International Women's Funds, Oaxaca, Mexico, January 2001. Bisi also spent a week at the Global Fund's office in Palo Alto, San Francisco in the summer of 2000, and visited other foundations such as the Tides Foundation, the San Francisco Women's Fund and Changemakers.
- The AWDF has received funding from Carnegie Corporation of New York, Ford Foundation, Global Fund for Women, Mamacash, Comic Relief (UK), General Board of Global Ministries-United Methodist Church, and Match International. Positive feedback is expected soon from MacArthur Foundation and several others. The Fund has a broad-based fundraising and communications strategy which is aimed at raising funding from various sources all over the world.
- Ms Foster left WILDAF in September 2000 and moved back to Ghana. She is currently the Chair of the AWDF Board. She has been coordinating the setting up of the AWDF office and establishing links with stakeholders. An accessible office has been identified in Accra, Ghana, and is being refurbished. Ms Adeleye-Fayemi has resigned her position from AMwA (with effect from April 2001) and is moving to Accra in May 2001 to start work as the Fund's Executive Director. An Executive Board of 10 women has been identified, on the basis of their experience and expertise. There is also a regional advisory committee (to assist with grant-reviews and thematic issues) and an International Advisory Committee (to assist with fundraising and technical assistance). Grant-making and application guidelines have been produced and are being disseminated throughout all national and regional networks in Africa. It is expected that the Fund will award its first grants in September 2001.

4. INTERNAL AND EXTERNAL REVIEW

4.1: INTERNAL STRENGTHS AND WEAKNESSES

STRENGTHS

- A team of visionary, committed and energetic founders
- Highly skilled women on AWDF's Board
- Good will and support from donors and advisers
- Qualified and experienced staff
- Patrons with clout
- There is overwhelming support from partners in the African Women's Movement
- Ability to mobilize serious money to start off with a reasonably staffed and equipped secretariat
- Availability of funding for initial grant-making to establish credibility and presence
- The program rationale is solid
- The AWDF is in a position to drive progressive agendas it feels strongly about
- The AWDF has had the opportunity to network and learn from other Funds within and outside Africa
- The program has been designed and implemented by and for African women
- The Fund will be in a position to help key regional women's organisations achieve financial sustainability
- Accessible location
- Ability to make bold statements about the creativity and resourcefulness of African women through our communications work
- The Fund has the 'run of the field' – the AWDF is the only Africa-wide fund
- International profile of the AWDF, with legal status being sought in the US and UK
- The AWDF is a vital contribution to the work of the African Women's Movement
- Use of information technology
- The opportunity to start off on a 'clean slate', putting in place organizational structures, processes and procedures from the start, and not having to make things up along the way.
- A broad-based fundraising and communications strategy which will move the Fund towards its goal of raising an Endowment within six years

WEAKNESSES

- The AWDF has no track record
- Grant-making on an Africa-wide basis will be a major challenge
- Fundraising on an Africa-wide basis will be a major challenge
- Board membership is dispersed
- Initial operating costs are high
- Demand for grants will definitely exceed amounts available
- Potential for work overload and burn out
- Cashflow problems
- The AWDF will come under too much pressure to 'prove itself'

4.2: EXTERNAL OPPORTUNITIES AND THREATS

OPPORTUNITIES

- The positive post-Beijing environment and implementing Beijing +5 policies
- Country-specific fundraising and grant-making
- More African women in leadership positions
- Existence of a culture of giving in many African communities
- The growing dynamism of the African women's Movement & opening up of spaces for civil society in Africa
- A new generation of feminist activists & increasing confidence of young women
- International/regional NGOs in Africa and opportunities for learning and sharing
- African organisations & individuals in the Diaspora
- The international and African corporate sector willing to invest in Africa
- The opportunity to make a statement on socially responsible entrepreneurship through our fundraising and investment policies
- Availability of funding for economic and social development in Africa
- New philanthropic money available in the North
- A growing African middle-class who can be persuaded to be regular supporters
- A significant number of wealthy Africans
- Increased advocacy and networking opportunities
- Availability of new technology

THREATS

- Apathy of Africans towards organised philanthropy
- Lack of support from donor agencies
- Poor investment strategies
- Many potential partners are weak and will require more money and technical assistance than can be provided
- Negative consequences of globalization and impact of structural adjustment programs
- Lack of political will on the part of governments
- Rise of conservative forces and various forms of religious, ethnic and cultural fundamentalisms in Africa, coupled with an entrenchment of patriarchal norms and values
- Lack of conceptual clarity on feminism and gender and the increasing focus on men at the expense of women
- Conflict and political instability in the region
- Friends and allies in the women's movement will have expectations which can not be met.
- The geographical and linguistic complexities of working in Africa
- Communications and travel are difficult in the region
- Corruption
- Donors make commitments which are sometimes not honoured.

5. SOME CRITICAL ISSUES

5.1: The impact of globalisation on Africa, and the lack of capacity in the African women's movement for critical engagement.

5.2: The need to invest in individual and collective women's leadership in Africa in order to redefine systems, structures and policies which still undermine the continent's development.

5.3: The need to promote a culture of organised giving in African communities, especially for women's rights issues

5.4: The need for the AWDF to mobilise adequate resources within and outside Africa and to be a self-sustaining institution.

6. AWDF 2001-2003

SUMMARY OF STRATEGIC GOALS

Strategic Goal 1: To support the African Women's Movement through grant-making and technical assistance.

Strategic Goal 2: To secure adequate financial resources for all aspects of AWDF's work

Strategic Goal 3: To develop and implement a multi-purpose communications strategy

Strategic Goal 4: To build a viable and effective institution

Strategic Goal 5: To develop and sustain a culture of organisational learning

7. STRATEGIC GOALS, OBJECTIVES & ACTIONS

7.1: STRATEGIC GOAL 1: TO SUPPORT THE AFRICAN WOMEN'S MOVEMENT THROUGH GRANT-MAKING AND TECHNICAL ASSISTANCE

7.1.2: STRATEGIC OBJECTIVES:

- To provide grants to support the work of African women's organisations.
- To develop partnerships with other key donors in Africa, and advocate for the long-term financial stability of key women's organisations in Africa
- To encourage AWDF grantees to invest in long-term planning and institutional development
- To support capacity building initiatives which encourage good practice in NGO leadership and management, learning, networking, partnerships and collaborations.
- To contribute towards building a body of knowledge on feminist organisational development in Africa

7.1.3: STRATEGIC ACTIONS

7.1.3 (a) Grant-Making Program

- Grants will be made in the following thematic areas: Women's Human Rights, Economic Empowerment, Political Participation, Peace-building, Health and Reproductive Rights.
- Set up a Programs Committee as a sub-committee of the Board to make decisions on grants in partnership with grants officers
- Award grants ranging from \$100-\$25,000 to 20-25 organisations per grants cycle twice a year
- Allocate at least 10% of the grant-making budget towards grants administration
- Disseminate information on the AWDF and grants application procedure widely, using networks, NGOs, donors, email, personal contacts.
- Seek ways to make the grants award process flexible for the grantees

- Develop a grants program which supports women's leadership in all the specified thematic areas. In addition, AWDF's grant-making should support the building of women's leadership in three core areas: women as public advocates, women creating new knowledge, and women building feminist organisations.
- Consult regularly with the Regional Advisory Committee in order to benefit from their experience and contacts.
- Ensure adequate outreach to Francophone, Lusophone and Arabic speaking parts of Africa, with documentation available in these languages.
- Make grants available for partnerships and collaborations between organisations in the region, and also with women in the Global South
- Develop an **Endowment Support Project** for key regional women's organisations by 2005, with the goal of assisting proven organisations with raising an endowment for their own long-term financial security.
- Work in partnership with other donors to support the work of grantees and introduce grantees to other donors

7.1.3.(b) **Technical Assistance**

- Set aside a percentage of the grant-making budget, to be spent on grants for technical assistance
- Award grants to women's organisations to aid in the process of long-term planning and institutional development
- Use service providers in the region to assist grantees with the development of fundraising, planning and communication strategies and other institutional development needs
- Fund the documentation of experiences of women's NGOs and their leaders as part of a process of building a body of knowledge on feminist organisational development
- Fund capacity building initiatives which include workshops and publications on aspects of NGO governance and management, networking, partnerships and collaborations.
- Produce a fundraising and financial management manual for grantees
- Offer occasional training in fundraising and proposal writing to grantees

7.1.4: CRITERIA FOR GRANT-MAKING

We will use the following criteria to review proposals for funding:

- Applying organisations should have been in existence for at least three years.
- Women's organisations have to be led and managed by women.
- National or regional civil society organisations may apply for a women-specific project, but will have to demonstrate that the project will be managed by a senior woman in the organisation, and that there are women involved in their governance.
- Potential grantees should show how the project proposal fits into the organisation's overall strategy for the area of work or community in which it is located.
- Organisations have to demonstrate how their work fits into either a local, national or regional strategy for the empowerment of African women.
- Applying organisations should have good organisational systems and structures in place. We will look for evidence of effective leadership, planning and networking.
- The organisation should have a clear evaluation plan for the project
- The potential to raise additional funding.
- Ability to manage funds and account for them in a transparent manner.

The AWDF will not support the following projects:

- Organisations that aim to convert people to any religious belief
- Political parties or women's wings of political parties
- Individuals
- Government departments
- Scholarships and fellowships for academic studies
- Women's organisations which are not led by women

7.2: STRATEGIC GOAL 2: TO SECURE ADEQUATE FINANCIAL RESOURCES FOR ALL ASPECTS OF AWDF'S WORK

7.2.1: STRATEGIC OBJECTIVES

- To launch a three year International Fundraising Campaign in September 2001 with a target of \$5m¹.
- To promote a culture of giving in African communities especially for women's rights
- To plan a three year Endowment Campaign for Launch in 2004, with a target of \$15m.².
- To enable the AWDF generate its own income

7.2.2: STRATEGIC ACTIONS

7.2.2 (a) Fundraising Management Strategy

- Set up a Fundraising Committee which will include board members, international advisers and other committed persons.
- Set up a board sub-committee on Finance and Investments
- Register the AWDF as a 501 (c) (3) in New York, USA
- Register the AWDF as a Charity in the United Kingdom and as a Company Limited by Guarantee
- Establish a local fundraising committee in Accra, Ghana
- Have a realistic fundraising budget
- Effective use of information technology (databases, website, email)
- Use the contacts and expertise of the Board and International Advisory Committee

¹ This funding will be for AWDF's program costs, fundraising costs and operational expenses for the first three years

² The endowment will be for AWDF's program costs, fundraising costs and operational expenses on a sustainable basis

- Develop a comprehensive ethical investments policy
- Encourage donor-advised programs, with appropriate institutional capacity and board-approved guidelines to support the implementation of such programs

5.2: Funding sources and techniques:

i) Institutional Grants

- Raise funding from international foundations: \$850,000 x 3: \$2,550,000
- Raise funding from African governments: \$75,000 x 3: \$225,000
- Raise funding from foreign governments and bi/multi-laterals: \$350,000 x 2: \$700,000
- Raise funding through donor-advised programs: \$250,000 x 2: \$500,000

ii) Corporate Giving

- Raise funding from the African private sector: \$30,000 x 3: \$90,000
- Raise funding from foreign private sector: \$25,000, x 3: \$75,000
- Seek corporate sponsorship to cover some of AWDF's core costs

iii) Individual Giving

- Raise funding from African philanthropists: \$50,000 x 3: \$150,000
- Develop an African Diaspora Project to target the 5m Africans living outside Africa: \$100,000 x 3: \$300,000
- Raise funding from foreign philanthropists: \$100,000 x 3: \$300,000
- Raise funding from the general public: \$100,000 x 3: \$300,000
- Identify 10 AWDF Patrons who are prepared to make a contribution of up to \$25,000 each year.
- Target 10,000 people over the next three years who can become **Friends of AWDF** @ \$10 a month (\$120 per annum)
- Use patrons and celebrities to raise AWDF's profile

iv) Special Events

- Organise a donor round table for United Nations agencies (by September 2001)
- Organise an Africa-wide launch ceremony for the purposes of fundraising from African governments, philanthropists and the corporate sector
- Organise a donor roundtable for the African corporate sector (early 2002)
- Organise a donor roundtable for bi-lateral agencies (by January 2002)
- Organise a forum for wealthy Africans to discuss philanthropy and giving (2002)
- Encourage supporters to organise house parties around the world

v) Endowment Campaign 2004-2007

- Commission a feasibility study for an Endowment Campaign by April 2002
- Plan, fundraise and develop the internal capacity to launch the Endowment Campaign in 2004

vi) Income-Generation

- Produce and market AWDF merchandise such as T. Shirts, Posters, Cards, Note Books, etc.
- Set up AWDF.Com: an independent profit-making company based in Accra, Ghana with similar structures in the UK & USA, and develop products and services which the company can market.
- Identify and market key skills of AWDF staff and board members such as fundraising training.

7.3: STRATEGIC GOAL 3: TO DEVELOP AN EFFECTIVE, MULTI-PURPOSE COMMUNICATIONS STRATEGY

7.3.1: STRATEGIC OBJECTIVES

- To raise the profile of the AWDF internationally
- To make the existence, the purpose and the work of the AWDF known all over Africa
- To create a communications package that can relate to the interests of various types of donors within and outside Africa, grantees, the media and the general public
- To use communications as an income-generating tool

7.3.2: STRATEGIC ACTIONS

7.3.2.(a) : Communications Management Strategy

- Have a realistic budget for communications work
- Have staff who have expertise in communications work
- Occasional use of consultants when necessary
- Use high profile individuals and celebrities to promote the work of the AWDF to a wide audience, and to undertake to act as spokespersons to help with the fundraising and communications objectives of the AWDF.

7.3.2(b): AWDF publications

- Publish a newsletter twice a year giving details of grants awarded and profiles of grantee organisations and their leaders ✓
- Publish an annual report with highlights of achievements and activities, list of individual, corporate and institutional supporters, and summary of financial details ✓
- Develop excellent promotional materials to include folders, leaflets, brochures and posters. ✓
- Translate all AWDF documents into French, Portuguese and other languages ✓

7.3.3 (c): Marketing and Public Relations

- Promotional tours by AWDF senior staff and board members within and outside Africa
- Target African airlines for them to adopt the AWDF as its favoured charity i.e. Ghana Airways
- Produce a promotional video to showcase the work of AWDF grantees which will be used for communications, education and fundraising purposes
- Membership of strategic regional and international networks i.e. the Women's Funding Network, International Network of Women's Funds, Council of Foundations, CIVICUS, etc.
- Organise exhibitions of African women's art and photographs in various parts of Africa and internationally
- Organise an annual high profile event such as a concert featuring key artistes

7.3.4(d): Use of website and databases

- Develop and maintain a website to publicise the work of the AWDF, and to promote the work of funded programs
- Create and manage a database to hold all necessary information on categories of donors

7.3.5(e): Develop a media strategy

- Use the international media to support the work of the Fund through stories and articles in major newspapers and magazines which have a wide audience.
- Cultivate a relationship with local and regional media
- Commission a feasibility study with a view to launching a magazine for African women by 2003 which will be published as part of AWDF.Com

7.4: STRATEGIC GOAL 4: TO BUILD A VIABLE AND EFFECTIVE INSTITUTION

7.4.1: STRATEGIC OBJECTIVES

- To develop a sound institutional framework for the governance and leadership of the AWDF
- To have an effective secretariat to support the operations of the AWDF
- To ensure that the Fund is in good fiscal health
- To work towards keeping fundraising and operating costs down to no more than 30% of the total budget after the first three years
- To promote an organisational culture that is characterised by feminist principles, innovation, disciplined work ethics, cost-effectiveness, teamwork, support and mutual respect

7.4.2: STRATEGIC ACTIONS

7.4.2(a) Governance

- Identify Executive Board members with the appropriate experience, skills and profile to provide direction for the AWDF
- Adopt byelaws, which specify roles, responsibilities and conditions for board membership
- Use a policy governance framework for the leadership of the AWDF
- The Executive Committee to plan and monitor the organisation's institutional development and financial management
- Ensure board members play a key role in assisting the ED with fundraising for the Fund
- Ensure the board is informed and functional through bi-annual meetings, occasional teleconferences, board sub-committees and regular reports
- The Board to monitor the implementation of the AWDF strategic plan
- The Chair of the board to provide leadership to the board and support for the ED
- Have a budget for board development and planning

- Put in place a process for the annual appraisal of the work of the ED
- Conduct an annual review of the work of the Board

7.4.2(b) Secretariat

- Develop appropriate organisational policies and procedures, which cover key aspects of the organisation's administration.
- Produce an operations manual for staff and board members
- Have a fair remunerations, rewards and promotions process
- Have some staff who are bi-lingual
- Recruit top-rate staff and ensure roles and responsibilities are clarified
- Use a performance management system which is able to achieve the following:
 - Clarify organisational aims and objectives
 - Clarify team objectives and targets
 - Agree personal targets and standards
 - Provide support and training
 - Review performance
- Encourage leadership development at all levels, teamwork, and learning opportunities for all staff
- Have an adequate budget for staff training and professional development
- Develop ways of supporting the staff's physical and emotional well-being
- Have an internal bulletin for regular exchange of information
- Encourage the creative use of consultants when necessary and appropriate
- Ensure the availability and regular maintenance of necessary office equipment; ensure that all staff have the necessary tools to enable them perform their duties
- Invest in information technology and the necessary training, maintenance and support systems.
- Have an office, which is elegant, creative, clean, women-friendly and fun.

7.5: STRATEGIC OBJECTIVE 5: TO DEVELOP A CULTURE OF ORGANISATIONAL LEARNING

7.5.1: STRATEGIC OBJECTIVES

- To learn from our own experiences
- To learn from all AWDF stakeholders on a continuous basis
- To ensure that the work of the AWDF is monitored competently and regularly
- To develop a process of monitoring and evaluating grantee organisations in a consistent manner, and documenting the experiences in the process
- To see that the AWDF ED and board have relevant and timely information to ensure informed decision-making
- To assess the impact of the work of the AWDF in relation to its fundraising, grant-making, technical assistance and communications objectives

7.5.2: STRATEGIC ACTIONS

- Organise review and planning retreats for board members once a year
- Organise review and planning retreats for staff twice a year
- Organise joint retreats for staff and board members
- Conduct site visits to grantee organisations and ensure regional spread; Board members, Patrons and key supporters could be invited from time to time to accompany staff to see developments first hand
- Document the experiences of the site visits on video and in publications
- Develop a resource centre at the AWDF secretariat, with information on grantee organisations, philanthropy and institutional development issues
- Organise occasional meetings with members of the International Advisory Committee
- Biennial meetings of the Africa Regional Advisory Committee
- Create peer learning opportunities for AWDF staff to ensure they are the best they can be in their respective fields
- Encourage the use of international volunteers and interns
- Membership of, and working relationships with key philanthropic networks within and outside Africa, especially the Global Network of Women's Funds
- Have a budget for regional and international networking for learning purposes
- Have an annual internal review to assess progress in the following areas:
 - Fundraising
 - Grant-making
 - Communications
 - Technical Assistance
 - Governance
 - Institutional development
- Commission an external evaluation of the AWDF in 2003
- Draw up a strategic plan for 2004-2008