

WECF International

Korte Elisabethstraat 6
3511 JG Utrecht
The Netherlands
Tel: +31/30/231 03 00
Fax: +31/30/234 08 78
wecf@wecf.eu

www.wecf.eu

WECF France

Cité de la Solidarité
Internationale
13 Avenue Émile Zola
74100 Annemasse
Tel: +33 /4/ 50 834 814
wecf@wecf.eu

WECF Germany

St. -Jacobs-Platz 10
D-80331 München
Germany
Tel: +49/89/23 23 938 0
Fax: +49/89/23 23 938 11
wecf@wecf.eu



WECF Strategic Planning 2015 – 2020



www.wecf.eu

Women in Europe for a Common Future | **WECF**

Impressum



www.wecf.eu
Women Engage for a Common Future

© 2015, WECF

This publication is available from WECF

www.wecf.eu www.wecf.org

Editor: Sascha Gabizon

Production: Chantal Van den Bossche

WECF International

Korte Elisabethstraat 6
3511 JG Utrecht
The Netherlands
Tel: +31/30/231 03 00
Fax: +31/30/234 08 78
wecf@wecf.eu

WECF France

Cité de la Solidarité
Internationale
13 Avenue Émile Zola
74100 Annemasse
Tel: +33 /4/ 50 834 814
wecf@wecf.eu

WECF Germany

St. -Jacobs-Platz 10
D-80331 München
Germany
Tel: +49/89/23 23 938 0
Fax: +49/89/23 23 938 11
wecf@wecf.eu

WECF has a field offices in Georgia and representation in
Bulgaria and Kyrgyzstan

- WECF has
observer status with the United Nations Economic & Social Council (ECOSOC)
- WECF is accredited to the United Nations Environment Programme (UNEP) and the
United Nations Convention on Climate Change

Keywords: women, sustainable development, gender equality, health, environment,
chemicals, energy, climate change, solid waste, water, wastewater, sanitation, organic
agriculture, biodiversity, rural development, poverty elimination, public participation,
human rights, Sustainable Development Goals, Millennium Development Goals, Post-2015

WECF Strategic Planning 2015 – 2020

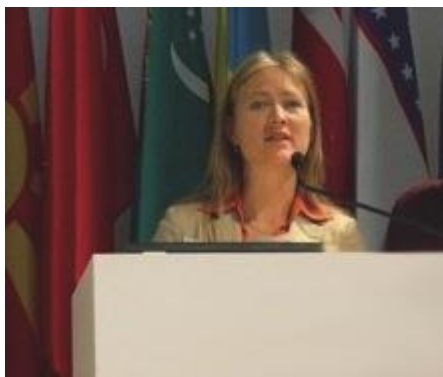
Table of contents

Acronyms

Executive summary

Content

Table of contents	5
Foreword	6
1. Introduction.....	10
1.1 About this document.....	11
1.2 About the women's organisations working on sustainable development.....	11
1.3 About WECF international.....	14
2. Vision, mission and goals	16
2.1 Vision and mission.....	18
2.2 Goals for 2015-2020	19
2.3 Intervention strategies	22
3. Scope and ambition of WECF's activities in 2015-2020	25
3.1 Gender Equality and Women's political and economic Empowerment and technologies (women as designers, vocational training etc)	26
3.2 Sustainable Development Goals planning and monitoring (national plans, etc).....	28
3.3 Equal access and decision making regarding resources (energy, water, food)	31
3.4 Equal rights to a safe and healthy environment (sanitation, hygiene, waste, chemicals, climate)....	
Country and regional programmes (MAP of our activities).....	
4. Our role in changing the global environment	35
Context analysis	37
Opportunities and threads	38
Our added value and expertise.....	40
5. Our members and partners	45
Member organisations and implementing partners	46
Strategic partners	48
Principles and values	56
Staff and staff development.....	57
Governance.....	59
7. Finances	62
Financial development	63
Projected development.....	63



Foreword

A just and healthy planet for all

Eliminating the root causes of inequality are a pre-requisite for sustainable development. At the Rio+20 summit on sustainable development in 2012 it became once more clear, that better laws to ensure gender equality and reduce income inequalities are an essential first step, alongside reforming the macro-economic causes, such as unfair and unsustainable trade and investment regimes.

More than 50,000 representatives of social movements and civil society organisations took the streets in Rio de Janeiro in June 2012, to demonstrate against unfair and unsustainable economic policies. At the same time, 30,000 participants of the United Nations “Rio+20” conference contributed to the document “the Future we Want” which has set the path towards the “Sustainable Development Goals”, which will replace the Millennium Development Goals after 2015.

WECF was elected as co-facilitator of the “Women’s Major Group”, one of the nine groups of civil society which have a space in the UN policy process on the Post-2015 Sustainable Development Goals. The Women’s Major Group enables more than 500 organisations from 92 countries, - working on women’s rights and sustainable development, - to present their policy priorities and engage with policy makers in shaping global sustainable development goals. WECF works in strategic partnership with its 7 co-facilitators of the Women’s Major Group, helping to engage civil society organisations at the global level and in Africa, Asia, North America and Latin America as well as the European Region. As a result of the effective policy work by the over 800 CSO’s in the Women’s Major Group, a strong proposal for global goals and targets aiming at gender-equitable sustainable development has been adopted by all countries worldwide. In the coming 15 years these commitments will be implemented universally by all countries, and WECF

International and its more than 1000 member and strategic organisations in 132 countries will play a key role in translating the 'post-2015' Sustainable Development Goals at the local level.

WECF International is proud to present its strategic plan 2015-2020. We will work with our member organisations and strategic partners to help create civil society involvement at local and national in the implementation process of the Sustainable Development Goals. We will build on the many best practices, methodologies and tools developed in the last years in our "Empower Women benefits All - EWA" program in Caucasus, Asia and Africa. We will share the success of our "Switch to Sun" program of solar heaters for household and creating jobs for women and men in the area of sustainable energy, for which WECF was awarded with the Global Energy Award in 2015. We will build on the expertise developed on ecological sanitation systems for schools and households, with the addition of solar technologies to supply hot water for bathrooms, and solar food processing solutions. Through our capacity building and training programmes more than 50.000 women, men and children from low-income communities are showing every day how to implement the "Sustainable Development Goals" in an inclusive, equitable manner.

There is no time to lose. The world is reaching tipping points of massive biodiversity extinction, of irreversible climate change, chemical pollution and oceans choked from micro plastic waste. With our members and partners, we will expand the best practices and scale these up by making sure they become part of national implementation plans. We will share the lessons from our partners in rural areas of Georgia on whose solar heating program became the core of a national climate mitigation action, thus setting an example for urgent action needed till 2020 when the new global Climate Agreement will start. We will continue to advocate for accountability of producers regarding the switch away from hazardous chemicals and radiation to safe and sustainable products and services, that create decent jobs for women and men and safeguard our world for future generations.

We invite you to join us, as member, partner or sponsor, to work with us on achieving our goal of a Just and Healthy Planet for All!

Sascha Gabizon

Executive Director

“

Women's rights and women's equal role in our society is fundamental to achieving a sustainable future for all...”



1.

Introduction



1.1 About this document

The network of WECF international has much developed over the last 5 years, despite a challenging external environment. We are proud to present our 5-year strategic approach 2015-2020 which aims at building on the spirit and experience of our 20 years development, and applying strategic innovations, diversification and renewal.

This document describes our lessons learned, our strength and experience, our challenges and strategic choices, it shows the way forward towards a further internationalized, impactful network of member organisations and strategic alliances. It describes the organisational improvements and development of our governance and institutional strengthening. It presents our plans for increasing learning within the network, and feedback loops from local action to global policy. We hope you enjoy the reading, and that you will be interested to accompany us on our path towards 2020.

1.2 About the women's organisations working on sustainable development

The impacts of unsustainable development, - and the priorities for sustainable development - are different for men and women, for young and for old, for a landless farmer and for an investment banker. Sustainable and equitable development can only be achieved if all sectors of society participate in decision-making and taking action, to ensure that the priorities of one part of the population does not harm the development of the others.

Research shows that groups confronted with barriers to their full participation can start to change the status quo when they hold about 30% of decision-making positions. Women have historically been faced with discrimination. Their roles in society, economy and decision-making have often been defined by gender stereotypes. Many of our grandmothers could not sign legal papers, many of our fathers grew up with the conviction that domestic care work could and should be done only by women. The UN and the World Bank have published reports that show how more than 100-120 countries in the world continue to have some rules which discriminate against women. To change the power relationships women need to work together, to ensure that together they can have a strong voice in changing the continuing inequalities, whilst at the same time, women and men need to work together to jointly change the systems, so as to achieve a world of equality and sustainability.

The WECF network was created 20 years ago to build a network of women taking action for sustainability and equality, joining forces to have a strong common impact, and working together with men to mobilize all of society behind a common vision of a sustainable future.

WECF was created based on the inspiration of the more than 1000 women who came together at

the Women for a Health Planet forum in Miami in 1991, in preparation of the major “Earth Summit” in Rio de Janeiro in 1992. Only very few women organisations from the Eastern and Western Europe participated. As a result, WECF was created as a network to strengthen women’s perspectives for sustainable development from the region, whilst always bringing lessons learned and recommendations to the global policy level. At the Rio 1992 summit, WECF’s founders advocated jointly with organisations such as WEDO, for the recognition of the “Women’s Major Group” by the United Nations, and a full chapter dedicated to Women and Sustainable Development in the “Agenda21”.

In 1994 WECF’s first office was created in the Netherlands, as an international network hosted by the foundation Women in Europe for a Common Future. The membership of the network is based on an application and selection process by the governing body representing the member organisations, the “International Advisory Board”. The member organisations sign a memorandum of understanding and agree to adhere to the WECF [“code of conduct”](#). The network members commit to sharing best practices with each other and to cooperate on policy



“Women have historically faced many barriers and their role in society often continues to be defined by gender stereotypes. We need to work in solidarity, so that women and men can equally engage to shape a sustainable future,,

advocacy to advance the common vision of gender equality and sustainable development. Member organisations are registered non-profit civil society organisations that work for equality and sustainability, and adhere to criteria of non-discrimination, non-violence, and non-proselytism. The WECF network counts full member organisations, associate member organisations, and individual supporting members. The number of member organisations grew from 30 in the first years, to over 150 civil society organisations from 50 countries in 2014. Member organisations commit to work for gender equality and sustainable development in line with the universal principles of human rights and the precautionary principle.

In 1999 WECF obtained observer status with the United Nations “Economic and Social Council” (ECOSOC), thus obtaining the right to participate in global policy negotiations and accrediting member organisations to participate and contribute as well. Every year WECF’s accredits dozens and sometimes hundreds of member organisations to global policy processes to ensure that the priorities and experience of grassroots organisations is taken into account in policy decisions.

Between 2000 and 2006 the WECF offices in Germany and France were opened, and the membership grew and expanded to include almost all countries of the Caucasus and Central Asian region and new EU member states. Since 2009 WECF membership has been opened to organisations globally, and strategic partnerships were developed with women’s networks from all continents through the “Women’s Major Group” to the UN, which WECF has co-chaired since 2009.

The WECF strategic plan 2015-2020 builds on the lessons learnt and achievements of the past 20 years, and in particular on the last 4 years policy dynamics from the ‘Rio’ process to the ‘post 2015 Sustainable Development Goals’ in which WECF and its strategic partners from the “Women’s Major Group” have played such a strategic role to bring gender-equality to the core of the agenda.

The coming 5 years, WECF and its strategic partners from the Women’s Major Group will focus on ensuring that women’s priorities and women’s participation are equally ensured in the planning and implementation of the Post-2015 agenda at local, national and regional level.

1.3 About WECF international

WECF, as one of the main organisers of the “Women’s Major Group” has been able to mobilize and strengthen the women’s movements worldwide around the policy process of the Sustainable Development Goals and the “Post-2015” agenda.

WECF and its strategic partners were successful in reaching out to the women’s organisations from around the world, working on all areas of women’s human rights, social and economic development, governance and conflict resolution, health, natural resource management and environmental sustainability. Before the Rio+20 summit in 2012, a dozen women’s organisations had been active in the Women’s Major Group, by the end, more than 200 women’s organisations from 80 countries had become actively involved in the policy advocacy and sharing of best practices on sustainable development. WECF has also strengthened cooperation with women in decision making positions, through cooperation with the “Network of Women Ministers and Leaders for the Environment” hosted by the United Nations Environment Program, with whom WECF and the Women’s Major Group cooperated on the “[Women’s Rio+20 Good Practice Award](#)”. Cooperation was also strengthened with UNWOMEN and UNDP on high-level policy meetings with female heads of state and ministers.

At the Rio+20 summit, heads of state agreed to the “Sustainable Development Goals” ([SDGs](#)) which should build on the “Millennium Development Goals” aiming at eradicating poverty whilst protecting the climate and natural environment on which the survival of humanity depends. Already in the Rio+20 negotiations it became clear that gender equality and women’s sexual and reproductive rights had become a hotly disputed topic in the negotiations, despite the fact that the Convention to Eliminate all Discrimination Against Women (CEDAW) is the convention which most countries in the world have ratified. The same states that ratified CEDAW, have been pushing to roll back language on women’s rights during the negotiations on the Sustainable Development Goals. Through the activities of the Women’s Major Group the women’s movement became more and more unified.

From 2012 to 2014, the Sustainable Development Goals were negotiated, and the civil society women’s organisations became increasingly well organised. The “Women’s Major Group” grew to over 800 active members from 100 countries. WECF obtained support for grassroots women organisations to speak at the UN and present recommendations on lessons learned from the MDGs. Elections of the Women’s Major Group were organised, and WECF was re-elected as one of the co-organisers, but now supported by 7 co-organisers from Asia, Africa and Latin and North America.

The ‘Women’s Major Group’ has a two-level membership, the ‘advocacy members’ and the open-ended information network, which is open to all organisations working on women’s empowerment and gender equality and interested in the global policy processes on sustainable

development. Organisations that want to join the advocacy group need to fulfil the criteria of being a registered non-governmental organisation with democratic governance and whose main objective is the promotion of women's equality and empowerment in sustainable development.

For the period 2015-2020, WECF international and its network of 150 member organisations in 50 countries will continue to work in strategic partnership with the leading organisations of the Women's Major Group, and in particular with [APWLD](#) (Thailand), [WEP](#) (Nigeria) [GFC](#) (Paraguay/Colombia) and [GWA](#) (Bangladesh/Netherlands).



“

It is so important to bridge the divide between rural and urban areas in Kyrgyzstan, applying women's priorities and sustainable technologies for rural areas..."

Anara Choitonbaeva, chair of the Kyrgyz Alliance for Water and Sanitation (KAWS)

2.

Vision, mission and goals



2.1 Vision and mission

A just and healthy planet for all

We envision a world in which gender equality has been achieved and all women, men and children live in dignity, and share responsibilities for a healthy environment, and a just and sustainable world.

Only if we take women and men's perspectives and needs equally into account, can we achieve a just, healthy and sustainable world.

So far the priorities of women are too often neglected in politics, economics and society.

The WECF network promotes women leadership and mobilizes women and men to take action to achieve our shared vision of a just and healthy planet for all.

Our mission is to be a catalyst for change to bring women's priorities and leadership equality into policies and actions that will shape a just and sustainable world; our Common Future.

2.2 Objectives and Goals for 2015-2020

Based on our vision and mission, and in light of the key development of our times, the WECF network has defined strategic goals for the coming 5 years.

After 15 years of implementing the Millennium Development Goals, it has become clear that policies to eradicate extreme poverty need to address the multiple dimensions of inequalities, including discriminatory practices and cultural and traditional barriers.

Women continue to be the majority of people living in poverty. Recognition from the MDGs show that more than income differences, differences in wealth and access to assets are important in sustainable poverty reduction. In times of economic crisis and natural disasters, it is the buffers in terms of savings and access to land and assets, which define the resilience of those impacted. In 2015, women worldwide own 1% of assets and 2% of land. Women in many parts of the world are dependent on access to common assets, such as forests and grazing lands, for their survival. Increasingly with the acquisition of large areas of land by extractive and agricultural corporations and the pressures on forests, women are losing their livelihoods. There is a great urgency to ensure that development policies and investor practices take these gender differences into account.

The WECF network's *raison d'être* is to address both the barriers in policies and practices to gender equality and to build the capacity of women and men to implement sustainable solutions which reduce inequalities whilst generating decent jobs and livelihoods without eroding the natural resource base and the climate.

- ➔ ***We facilitate strategic cooperation*** of women and men in civil society organizations, to jointly promote environmental sustainability and health, socially just development, gender equality and poverty eradication.
- ➔ ***We strengthen networks*** of national, international and regional women's and other civil society organizations working for a just and sustainable world. WECF's network activities are based on its members' own visions and needs.
- ➔ ***We build capacity and enable sharing of expertise*** to lead by example and feed the lessons learned and best practices into the development of better policies and practices.
- ➔ ***We have a bridge building function from local to global, from practice to policy***, from local women's organisation to global policy maker, from Eastern to Southern civil society organisation, from women's expertise to science to policy and visa versa. WECF members implement solutions locally and influence policy internationally

Overall Strategic Objective 2015-2020

Build capacity of women's and civil society organizations to promote and advocate for gender-responsive sustainable development policies, to monitor and analyse policy implementation and participate in policy development, to mobilize citizen's support and demonstrate best practices for local and regional equitable, inclusive and environmental sustainable development, with a focus on the national "Post-2015 implementation plans", and the "Climate Action Agenda 2015-2020" and providing monitoring input at the global policy level through the "Women's Major Group" on the Sustainable Development Goals.

Specific Objectives

Specific Objectives 2015-2020

1. **Strengthen global women's movements** to ensure impactful policy advocacy by women's civil society organisations from a 100 countries to ensure inclusive Sustainable Development Goal implementation mechanisms and feed local monitoring of the Sustainable Development Goals into the global review process of the UN [High Level Political Forum](#) (HLPF).
2. **Strengthen knowledge, information sharing and local monitoring** by carrying out local participative assessment, monitoring of implementation of policies, capacity building on gender assessments and promoting gender responsive budgeting (GRB) including by independent **monitoring** and verification of gender indicators through the "gender impact measuring tool".
3. **Ensure effective and meaningful national level policy participation** of local women's organisations in to achieve Gender-equitable **national sustainable development implementation plans** (Post-2015, Climate), based on concrete lessons learnt and best practices from local level.
4. **Capacity building and strategic cooperation in 3 key areas**, building skills and expertise of local women's CSOs on all Means of Implementation for sustainable development, with a focus on three key areas 1) "Gender Equality, Women's Leadership and Rights", 2) "Sustainable Circular Economy, Food, Water, Energy" and 2) "Mitigating Climate Change & Pollution and Health impacts " .
5. **Sub-granting to local women's organisations** in lower- and middle-income countries to enable women's organisations to demonstrate sustainable solutions based on their priorities and with local women in leadership, apply best practices, tools and methodologies from the 3 focus areas and feed the best practices and monitoring results into the "follow-up and review" process of the post-2015 agenda process.
6. **Awareness raising, outreach and campaigning** to change mind-sets and help create an enabling environment in which women and men's equal rights and role in sustainable development are accepted and respected by citizens, business and authorities, contributing to

the gender-responsive implementation of the Post-2015 agenda, and particularly Sustainable Development Goal 5 "Gender Equality and the empowerment of all Women and Girls",

Three Goal areas

WECF International in cooperation with its strategic partners of the Women's Major Group has set three goals to ensure that the goals which global governments have agreed on in the area of sustainable development and climate change mitigation are being implemented in a manner that equally includes women and men, strengthens human rights and empowers women and girls.

Goal 1

Build capacity of women's and civil society organisations on planning, monitoring and implementation of the Post 2015 agenda and Climate agreement

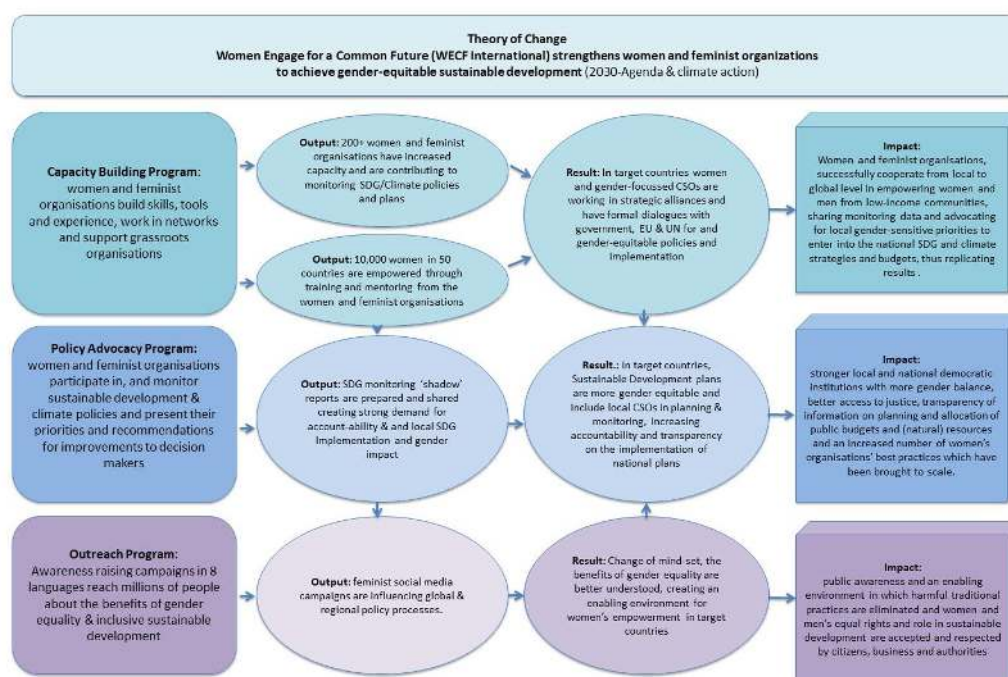
Goal 2

Engage in national and regional policy planning for the implementation of the Sustainable Development and Climate Mitigation and advocate for participation of women's organisations and the use of gender-tools

Goal 3

Increase awareness at all levels of the benefits of women's equal role in sustainable development and present best practices and progress of gender-equitable national post-2015 SDG plans

WECF's Theory of Change



2.3 Intervention strategies building on best practices

True transformation requires many steps at different levels. WECF's intervention strategies build on one another.

Participatory needs assessments and context analyses. All WECF actions begin with a participatory assessment, including gender criteria. This is followed by a 'Know your rights' initiative to inform about relevant national and international legislation. Independent data is gathered locally and through participatory tools.

Strengthening policies and practices for a just and healthy planet for all. WECF activities always make the link from practice to policy. Together with the partners the lessons learned in projects and programmes are analysed and policy recommendations formulated, published and presented to policy makers. The WECF network is a voice for environmental health, rights and vulnerable groups. WECF and its members lead and cooperate in strategic alliances for change, - for example representing the women's organisations in the global policy process on the post-2015 development agenda -, and is proactively involved in environmental rights and gender policy processes at international and national level and often working with governments on development of policy guidelines and plans.

Capacity building and networking. WECF helps building the technical, management, organizational and institutional capacity of its network member organisations, including participatory and gender skills. Specific strategies building the advocacy and lobbying skills of our partner organisations and the communities include (female) leadership trainings, advocacy mentoring program, introducing partners at the international policy scene and coaching partners to lobby for gender and sustainable national legislation.

Innovation and demonstration for sustainable development. WECF and its network partners strongly strive to find 'local solutions to local problems'. Together we develop and adapt innovative and integrated technologies and systems which meet the needs identified with the aim of improving health and livelihoods, protecting the environment and increasing incomes. We ensure that local investments are sustainable and easily replicable.

Sharing lessons learned and upscaling. The WECF network of member organisations provides a platform of exchange which allows lessons learned to be shared, also with other stakeholders. Results of demonstrations of innovative technologies are published for outreach and visibility. WECF carries out upscaling of successful models in partnership with NGOs, local authorities and donors.

The last 5-year period confirms that WECF's strength is based on working from the local level to national and international levels, jointly implementing projects and policy-influencing activities with member and strategic partner organisations. The decision of governments to develop "Sustainable Development Goals" and to merge the "Rio" and the MDG process, has propelled the leadership role of WECF at global level.

The strength of the policy advocacy of WECF International and the co-applicants is that it is

„The empowerment of women, in particular in rural areas, has to include access to resources, and decision-making over land and services“

based in the grassroots civil society priorities, experiences and recommendations. A main achievement of WECF International is how it brings local realities into the global policy making negotiations, by support to grassroots organisations to analyse their needs, barriers, to demonstrate their solutions and to formulate best practices and policy recommendations based on these local experiences.

**Anke Stock, Senior
Gender Expert WECF**

The local level capacity building of women's CSOs in developing countries has been essential: without this

grassroots level, no post-2015 policy can be successfully implemented.

WECF has achieved and demonstrated the benefits of integrating gender equality into local sustainable development activities. For this WECF has developed a integrated approach based on gender, socio economic assessments, to identify existing barriers as well as skills and knowledge, followed by gender and women leadership trainings, as well as vocational and skills training on specific technical or project management and financing aspects. Thus a strong base of local CSOs and trainers of trainers provide the ground for replication and up-scaling. Training on monitoring, evaluation including via certified methodologies provides the solid data to present lessons to policy makers and propose policy changes.

In total in the last years WECF international and its member organisations achieved:

- ➔ **150 CSO member organisations from 50 countries have learned** from the best practices and policy advocacy work of partner CSOs in the WECF network
- ➔ **100 CSO member organisations strengthened can carry out training, mentoring and sub-granting** of 1000 local women groups and CSOs in 15 countries of Africa, Asia, Caucasus, Central Asia, Eastern Europe and Latin America
- ➔ **50,000 beneficiaries, women and men** from low income, marginalized, rural and remote communities have increased incomes, and access to (more) sustainable natural resources, energy, water, sanitation



“

At the end of the day, the quality of international agreements depends on the political will to implement them. And this means that the work of WECF goes on into the implementation of the SDGs. Who but the citizens themselves can create strong political will? ”

Christine von Weizsäcker, President of the Board of Trustees, WECF

3.

Scope and ambition of WECF's activities in 2015-2020

3.1 Capacity Building Program : planned results 2015 - 2020

The Capacity building program which WECF will implement jointly with strategic partners from the women's major group, aims at achieving the following result in the period 2015-2020:

The capacity of women's and civil society organisations has been build on planning, monitoring and implementation of SDGs/post 2015 agenda and Climate agreement

Result 1.1. At least 200 member organisations have **capacity** to assess base line data and **to monitor and analyse progress of the implementation of national sustainable development plans** (assessment, planning, financing, institutional, legislative) and **to build capacity** of other women's organisations, CSOs, businesses and (local) authorities

- ➔ *Indicator:* 200 women's/gender organisations have increased their capacity to facilitate gender assessments, community participatory monitoring and analyses, assessment of social and environmental indicators and safeguards in over 52 countries and have thus contributed to qualitative and disaggregated data collection for monitoring of national and global sustainable development plans.
- ➔ *Indicator:* 60 women's/gender organisations are engaged as experts, training and mentoring other governmental and non-governmental organisations on skills and tools related to implementing gender-responsive sustainable development and have thus diversified income and strengthened the financial viability of their organisations

Participatory assessments and base line data

Participatory (needs) assessments at the beginning of all joint actions provide a base line of the realities at local level. This information is needed to later tailor capacity building modules and further activities. The base line data will also be used to jointly define e.g. selection criteria for training participants or target households. Local knowledge and transferred knowledge will be combined to make sure the solutions are not socially, economically, environmentally and technologically appropriate and will thus be useful to improve the livelihoods of beneficiaries. This will be reflected in the training modules.



Methodology on Monitoring and Evaluation, verification

Monitoring is an integral part of all WECF actions. The purpose of the monitoring is threefold:

- to measure the impact of the activities conducted
- to allow for on-going refinement and improvement of the activities and methods
- to provide insightful and reliable data to be used for further policy recommendations and up-scaling

Monitoring indicators are identified in alignment with the indicators of the Sustainable Development Goals.

Demonstration, applied research,

The monitoring results have to be usable for WECF, members and local CSOs, as well as for donors. WECF builds capacity of local CSO staff to design and plan solutions, which are equitable and rooted in local democratic ownership by women and men. The sub-granting activities allow local CSOs to demonstrate solutions and collect data about how well these solutions function as well as their socio-economic, gender and environmental impacts. Data collected by beneficiaries, target groups and CSO partners is analysed by WECF and strategic partners (including universities) and translated to recommendations for up-scaling interventions through policies and technology transfer and communicated widely at (inter)-national levels.

Training methodology

WECF training methodology is based on the principles of learning by doing, participatory approaches, knowledge transfer adapted to the local conditions. CSO partners are trained in order to increase their capacity to implement projects. Training modules are developed after a testing phase in close cooperation with local partners and delivered together with a "Trainer of Trainers" (ToT) to CSO trainers for further use in the common projects. Expertise from strategic partners such as the Gender Water Alliance and its "gender audit" tools will be integrated into the training methodologies. In addition, thematic training methodologies such as the gender assessment, gender budgeting, women leadership, renewable energy, ecological sanitation and organic farming training modules, will be used based on needs.

Result 1.2. At least 2000 local grassroots women's organisations have increased capacity including leadership skills and expertise covering at least 3 main areas of sustainable development plans and are working in strategic alliances resulting in stronger local and national democratic institutions with more gender balance, better access to justice, transparency of information in particular on planning and allocation of public budgets and (natural) resources and an increased number of women's organisations' best practices which have been brought to scale.

➔ **Indicator:** Sub-granting to 2000 local CSOs and 10,000 women trained with leadership skills in 52 countries

Method of work applied to reach this result:

A gender equitable approach addresses all inequalities and aims to decrease power differences. It therefore targets not only women, but also other groups with limited power (e.g. poor people, indigenous people, people with disabilities), as well as those who have more power (e.g. men, rich people, village elders, decision makers). It is important that those that are in a position of less power, empower themselves. The WECF network members and strategic partners facilitate this process, a.o. by providing information, capacity building and creating an enabling environment.

Institutional capacity building and planning

WECF and member organisations provide training of local CSOs on all areas of management and governance of civil society organisation, including development of statutes, official registration of the CSO, financial management, external auditing and quality management. CSOs are trained on developing workplans and managing by objective.

Sub-granting methodology

The **objective of the sub-granting** is to ensure that the skills in which the local CSOs have been trained, can be tested and demonstrated by them through the implementation of a project grant, thus allowing them to strengthen their capacities. Each sub-grantee receives mentoring support from WECF or experienced member organisation.

Local CSOs will be able to apply for sub-grants in which they will:

- ➔ **Implement an activity** based on the skills obtained during the training sessions, with a focus on monitoring, public budgets and policies on energy efficiency.
- ➔ **Support local citizen's initiatives** by providing seed grants and serving as resource persons too these smaller initiatives, thus building their own leadership and organisational capacity
- ➔ **Independent Selection Committee:** The decision on sub-granting are taken by a committee involving a democratic decision-making process.

3.2 Policy Advocacy Program: planned results period 2015-2020

The Policy advocacy program which WECF will implement jointly with strategic partners from the women's major group, aims at achieving the following result in the period 2015-2020:

National and regional SDG/Post-2015 plans have been planned and implemented in a more gender-responsive manner with participation of women and women's organisations

Result 2.1. Global and Regional policies, plans and mechanisms for sustainable development are more

gender-equitable, inclusive and sustainable through active contribution from 300 women's organisations.

- ➔ **Indicator:** In Sustainable Development plans in 4 regions (*Africa, Asia, Latin America, Eastern Europe/Central Asia*) policy language, indicators, budgets and/or best practices proposed by WECF and partner women's organisations have been added in at least 8 cases.
- ➔ **Indicator:** Increased coherence on gender equality and monitoring of the implementation on gender-equality has become stronger in global policy processes (Post-2015 and Climate) as a result of a critical independent global reviews covering 92 countries published and presented at the UN and EU

Result 2.2. 200 women's organisations in 35 DAC have carried out policy monitoring and participated in policy meetings and have achieve more gender-equitable national sustainable development implementation plans (Post-2015, Climate) by bringing local lessons and recommendations into the policy processes.

- ➔ **Indicator:** 35 "shadow" monitoring reports by women's organisations on qualitative and quantitative progress on key gender-equality and sustainable development indicators at national and local level have lead to increased accountability and transparency on the implementation of national plans
- ➔ **Indicator:** Proposals for 35 national plans have been prepared and developed with women's organisations having taken the initiative and pushed for their realization by government and strategic partners including from the financial and technology sectors

Method of work applied to reach this result:

Feeding local lessons and recommendations into national policy plans and processes

As a result of the sub-granting CSO will have used their new capacities to implement activities to promote reform, which in its turn will lead to increased public accountability of local authorities. Skills and service delivery by local authorities and utilities benefit local citizens. Local CSOs and citizens groups will have gained increased capacity to effectively participate and contribute to public consultations and stakeholder forums and processes especially as they relate to policy and regulatory frameworks.

Mentorship – building policy advocacy capacity of local women's groups

WECF's women's political empowerment projects apply a methodology of using mentees to support leadership development of grassroots women's groups, which are especially difficult to

involve because of numerous reasons, they might be based in remote rural areas, they might not speak the country's main language, they might be persecuted, migrants or illiterate. The mentees are network member organisations, so women's CSOs already experienced and trained to effectively participate in the international policy processes. In their turn these mentees are mentors for local groups of women in their own countries and build their capacity on policy advocacy in the area of climate and gender policies. The linkage between the national and international advocacy work is of extreme importance for a successful national implementation of gender sensitive policies in sustainable development. The mentees organise meetings between national policy makers and the local grassroots women groups. For example, in Kyrgyzstan, as a result seven women parliamentarians have brought the priorities of the grass roots women into draft national legislation and were also taken to the mission at the UN negotiating the post-2015 outcome.

Sharing of best practices and policy recommendations

Local CSOs share lessons learnt from the implemented projects with national and international member organisations and strategic partner CSOs, particularly those that can be replicated or scaled up, increasing regional cooperation and knowledge exchange.

Improvement of local policies by analysing best practices and lessons learned

Contacts with local officials and deputies are established to address deficiencies of local sustainable development and gender equality policies. Advocacy campaigns will promote removal of the deficiencies and achieve more efficient governance and inclusion of women, youth and other under-represented groups at the local level. The WECF member organisations who have already built capacity on policy advocacy, will train local CSO and sub-grantees on effective policy advocacy.

Use of local case studies to achieve national policy changes

Member organisations support local CSOs to document lessons learnt and positive results achieved despite existing policy deficiencies, describe these policy deficiencies and propose changes in order to tackle them on the national policy level. National and regional authorities are informed from the beginning through the membership networks' existing contacts with regional and national parliamentarians, deputies and ministerial staff. They are a key for information and involvement, since they can shape national policies and influence public opinion about environmental and gender topics, but often are not well informed either about sustainable solutions nor about the realities of local target groups nor about necessary supportive political and financial mechanisms. Given positive involvement, they can help the actions to attain its full potential for up-scaling.



Locally developed solutions can really inspire and empower people towards social, economical and environmental sustainability

3.3 Awareness Raising Program: expected results period 2015-2020

The Awareness raising program which WECF will implement jointly with strategic partners from the women's major group, aims at achieving the following result in the period 2015-2020

Increased awareness at all levels of gender-equitable best practices and progress of national post-2015 SDG plans

Result 3.1. In 52 countries public awareness has increased to create an enabling environment in which harmful traditional practices are eliminated and women and men's equal rights and role in sustainable development are accepted and respected by citizens, business and authorities, due to awareness raising campaigns reaching 50 million people.

- ➔ *Indicator:* Social media campaigns in 8 languages
- ➔ *Indicator:* Cooperation with mainstream media has ensured regular press coverage in 52 countries

Method of Work

Active information policy ensures that all member organisations understand the global and national policy developments relevant to their work and livelihoods. Member organisations are being kept informed through active list-serves in 6 languages (English, French, Spanish, Russian, German, Dutch). Grassroots member organisations are also invited to participate in monthly and quarterly network-wide online conferences and webinars.

- ➔ In the strategic period 2015-2020, the information services to member organisations of WECF and the wider Women's Major Group network will be further extended with 2 more languages and specified to the differentiated needs of the members, making use of the latest information technologies and interactivity
- ➔ Member organisations and strategic partners based in the global South will be taking on facilitation responsibilities and cover specific language needs

Media training on the spot Working groups of member organisations are invited to strategy meeting which are usually organised back to back with an important policy event, such as a national or global policy meeting on post-2015. Every 1 to 2 years the co-applicants organise a network meeting for all member organisations which includes skill sharing and strategic planning. At these meetings, on the spot is organised, including giving a press conference and launching a social media campaign about the meeting.

- ➔ In the strategic period 2015-2020 the information, networking and communication exchange will be further strengthened between the 1000 member organisations with a focus on those in lower and middle income countries

Cooperation with journalists: WECF and its strategic partners have extensive experience with getting priorities of women's CSOs into the media, focussing on the priorities of underrepresented groups living in poverty and addressing the root causes of inequality, with articles in international press such as the Guardian and Times Magazine, as well as in national newspapers such as the Bangkok Post and Le Monde to local language newspapers in over 20 countries. The combined coverage reaches about 30-50 million people.

- ➔ In the strategic period 2015-2020, direct links between member organisations and journalists on a continuous basis will be increased, making best use of new information technologies

Good use of Social media. WECF and its strategic partners have social accounts reaching 15,000 subscribers on a weekly to daily basis, and over 500,000 visitors of the co-applicants' websites in more than 11 languages. The WECF network has websites in 11 languages reaching over 150,000 people regularly, and facebook and twitter accounts in 4 languages reaching 5000 followers, the Women's Major Group facebook and twitter accounts (@Women_Rio20) also reaching 10,000 followers.

- ➔ In the strategic period 2015-2020, the outreach and impact achieved through social media of WECF, members and strategic partners will increase threefold, and be a key tool not only for awareness raising with the general public, but also politica advocacy at national level.

Increasing impact through images. Infographics, films and photos have become increasingly important, especially for use in social media. WECF and its strategic partners cooperate with filmmakers and photographers to present the best practices and priorities of local CSOs and increasingly are using infographics. Specific software tools exist to facilitate the development of infographs.

- ➔ In the strategic period 2015-2020 training for member organisations and access to infogrphic tools, as well as quality photos and films of local CSO work and priorities will be a priority



“

We know, we have an important role to play in changing the global environment of the coming decade, ...

Sabine Bock, Senior Climate Expert, WECF

4.

Our role in changing the global environment



For many years, policy makers did not believe that there existed any gender aspects to poverty reduction, and even less to sustainable development or climate change matters. In the 1990ties, when WECF International was created, it was not yet generally recognized that all policy areas have a gender dimension. Poverty reduction and environmental sustainability were seen as problems which could be solved with “technical” measures. The women’s movements put the gender dimension of sustainable development squarely on the agenda, and achieved a principle on gender equality in the Rio Declaration, a chapter on “women” in Agenda21 and on “Environment” in the Beijing Platform for Action, as well as the recognition of the need for a “Women’s Major Group” in sustainable development.

Context analysis

20 years after Rio and Beijing, some progress has been made, but not enough. The Beijing indicators on increasing women in policy making show that in the year 2015, only 14% of ministers of environment are women, but that this is still higher much higher than for ministries of energy, finance or transport (less than 5%). Even in the European Union, with its gender equality legislation, less than 3% of women are in boards of large companies, and in most EU countries, less than 35% of parliamentarians are women.

After 15 years of implementing the Millennium Development Goals, it has become clear that policies to eradicate extreme poverty need to address the multiple dimensions of inequalities, including discriminatory practices and cultural and traditional barriers. 36 years after CEDAW 1979, - still some 120 countries have laws or norms, which discriminate against women (World Bank 2011).

There is still a lot of way to go before international agreements are fully translated into changed norms and regulation, and from there, a change in public opinion. Gender stereotypes continue to hamper gender equality and the division of wealth and power between men and women. Women continue to be the majority of people living in poverty.

Recognition from the MDGs show that more than income differences, differences in wealth and access to assets are important in sustainable poverty reduction. In times of economic crisis and natural disasters, it is the buffers in terms of savings and access to land and assets, which define the resilience of those impacted. In 2015, women worldwide own 1% of assets and 2% of land. Women in many parts of the world are dependent on access to common assets, such as forests and grazing lands, for their survival. Increasingly with the acquisition of large areas of land by extractive and agricultural corporations and the pressures on forests, women are losing their livelihoods. There is a great urgency to ensure that development policies and investor practices take these gender differences into account.

The last 40 years, ‘development’ was generally seen as something that ‘developing’ countries had

to do, and 'developed' countries should provide technical and financial assistance for. After 15 years of Millennium Development Goals, a change of perspective has occurred. Consumers and producers in the 'developed' world are increasingly confronted with the impacts of their choices on poverty and inequality in other parts of the world. Investments in extractive activities have greatly increased, resulting in a 'rush' for natural resources and minerals, which again have negatively impact rural population as well as the global climate. Liberalization and deregulation of financial markets have contributed to a loss of tax revenue and an widening of the gap between the worlds wealthy and poor, with 1% of the world's population owning as much as the remaining 99%.

In 2012, the world's Heads of States agreed to focus on the "Sustainable Developing Goals", moving from the Millennium Development Goals to a 'universal' post-2015 agenda. This is a major shift in policy focus, in which the responsibility of all countries for sustainable development is finally recognized. The European member states recognize that they have a responsibility not just as provider of ODA, but through their policies on fiscal and financial, their energy and agriculture, their consumption and production policies

Opportunities

The year 2015 is of historic importance as it will set the agenda for the coming 15 years for Sustainable Development, and will agree on a global agreement on Climate Change, and for both processes, will agree on means of implementation, in particular financial and technological means, that will promote inclusion, redistribution, and gender equality.

For WECF international and its partners from the Women's Major Group this creates an excellent basis and strong enabling policy environment for implementation of gender equality and sustainable development at local and national level.

- ➔ The new global development agenda post-2015 promotes policy coherence; integration of gender equality measures all Sustainable Development Goals; this is an area of competence of WECF International and its strategic partners.
- ➔ Gender equality strategy and action plans exist for many climate and development funding mechanisms and a new Gender Action Plan is being developed for all of EU's external cooperation programs. WECF is engaged with the EU's team working on gender equality, and is encouraged by the fact that the Federica Mogherini, EU's vice president, and Neven Mimica, Commissioner for International Cooperation and Development, have indicated that they will make gender a top priority for their terms in office.
- ➔ The Sustainable Development Goals being universal will require action by EU member

states, clearly linked to the EU's external action. WECF's network of members and strategic partners has strong roots and partnerships from local level in the EU to local level in partner countries.

- ➔ Increasingly political and economic actors, in addition to civil society, is aware of the facts and figures that show the positive benefit of inclusive sustainable development with equal participation, rights and opportunities for women and men: the WECF network contribute to gathering and presenting the facts and figures and positive impact.
- ➔ The new IT developments give opportunities for a great impact with a well organised, low-cost, social media campaigns to mobilize public support for gender-equitable implementation of the post-2015 agenda. The WECF network and strategic partners have extensive social media outreach in 8 languages.
- ➔ Governments, private sector and civil society are increasingly convinced that economic growth is unsustainable when at the expense of the climate and natural resource base, and that affordable environmental friendly solutions exist and should be scaled-up. The WECF network and strategic partners have extensive experience with developing environmental friendly solutions in the area of climate-smart and sustainable energy, water, food and sanitation.
- ➔ The monitoring and review of the Post-2015 agenda will be a combination of "praising and pushing" to get the best achievable results and needs both an understanding of the local specificities and how they relate to the global ambitions and processes. The WECF network and strategic partners have 20 years of experience in bridging the local to the global and bringing local evidence into global indicator monitoring.

Threats

There are many obstacles and threats at the horizon, which we will address jointly with our strategic partners and many supports and allies.

- ➔ Continued and increasing negative pressure on women, - in particular from low-income communities, - from institutional, traditional, cultural and religious discrimination and practices (bride stealing, early and forced marriage, Violence Against Women, lack of sexual & reproductive health rights and services, limited inheritance rights, limited rights to land and assets, continued limited access to education) which hinders them to participate in social and economic development. WECF and its strategic partners will therefore make the implementation of Sustainable Development Goal 5 a focus area of

their work in the coming strategic period.

- ➔ Increasing repression / new laws limiting civil society organisations activities in a number of the target countries in particular in former Soviet union region, some Asian countries, North Africa and Middle East. If this trend continues it will be very difficult to ensure “inclusive” implementation of the SDGs Post-2015 in many countries. WECF will cooperate with parliamentarians and progressive government representatives to speak up against restrictive legislation and take concrete action to defend and protect (women’s) human rights defenders. WECF will continue to insist on public participation based on the Post-2015 agreement and the Aarhus Convention. Ensure qualitative participation through political empowerment training of (women’s) Civil Society Organisations
- ➔ Access to power /decision-making is still often based on old-boys-networks/corruption/paying your way in, and continues to be general practice in many countries, limiting participation of women and low-income groups. If we cannot change the root cause of inequality and the traditional power structures, the applicants will not be able to achieve their aim. Therefore, WECF will advocate for transparency a.o. through gender responsive budgeting, strengthen CSO monitoring of policies, budgets and business lobbies, advocate for quota’s for women and minorities until no longer necessary.
- ➔ Competition for increasingly limited public resources due to reduced domestic budgets and increased costs of disaster, conflict and pollution response, including from climate change. Without public funds the necessary types of actions such as capacity building of women CSO’s and policy advocacy and monitoring are extremely difficult to carry out. WECF and its Women Major Group partners have chosen to work as a strategic partnership, joining existing regional and global networks instead of duplicating and competing. Our activities will thus create the highest possible impact at the greatest cost efficiency.

Our added value and expertise

WECF brings added value in a number of areas, first and foremost of course on gender equality and rights of women and girls, and empowering women living in situations of vulnerability.

WECF’s focus is the majority of the poor, women living in poverty, and how to create sustainable improvement by addressing not only one root factor of their poverty, but the multidimensional aspects, which mostly include legal, cultural and traditional discrimination and other barriers. Without addressing the root causes of gender inequalities, poverty eradication programs cannot

be successful. Human rights safeguards, gender criteria, gender indicators and gender budgeting are important tools to ensure that development programs indeed do not further aggravate the situation of women living in poverty. Currently 'gender markers' measuring the input side – the amount of ODA funds where a gender box has been ticked – but not the outcome side, what the real impact has been on the situation of women, remains most uncommon.

- ➔ The strategic plan 2015-2020 foresees that WECF will help create better methods to measure the impact of development activities on women's rights and empowerment

WECF has extensive experience with monitoring and reporting under the MDGs, and how local qualitative data can be used as indicators. WECF also have experience gathering local monitoring data via innovative technologies, for example, local grassroots CSO have measured pollution of drinking water with a 'quick scan' using a colour coding and uploaded the results into a global database of the World Health Organisation. In another program local households are measuring their reduction in fuel-wood, and associate time use and costs, and feeding this to a global 'certification' body for climate mitigation financing.

- ➔ The strategic plan 2015-2020 foresees that WECF will use innovative methods and technologies, to bring local community data into global process of monitoring progress of the SDGs post-2015.

WECF and its strategic partners bring added value in the area of environmental sustainability.

WECF International, GFC, GWA and WEP have unique expertise and bring added value particularly in the area of access to affordable and safe water and sanitation, including menstrual hygiene aspects. GWA is an expert in implementation of well-managed and governed water utilities at local level, which is highly relevant to the next stage of the Post-2015 agenda. GWA works closely with government on training staff of national and local authorities on gender-responsive water supply management, with a surprising effect, namely better service delivery as well as more transparent governance and cost reductions. WECF International and its member organisations have already been given prestigious awards for their innovative and successful program for rural households to shift from dirty fuels to solar and biogas and cooperation exists with the global cookstove alliance, who are also a member of the Women's Major Group. GFC with its network of member organisations, with a focus on indigenous women, advocate for the protection of forest peoples rights, which at the same time protects the biodiversity of the forests, as ca. 80% of the world's existing biodiversity is found in territories of indigenous peoples, mainly in the primary forest areas. Protection of forests is most successful through the recognized format of "indigenous community managed forest protection areas". Traditionally indigenous women have had a low social status and continue to suffer from high levels of violence against women, which is why a combination of strengthening their rights and livelihoods is of great importance.

- ➔ WECF and its partners will ensure that all activities for poverty reduction and income generation are based on safe, endogenous and sustainable technologies

WECF's and its strategic partners bring added value in the area of climate change. APWLD and its member organisations from climate change impacted regions from the Small Development Island States in the Pacific and the typhoon exposed areas in the Philippines and Indonesia. 80% of those killed in the Asian typhoons of the last years were women. Working on increasing resilience against climate change impacts (climate change adaptation) and to strengthen rights of women living in these areas and those women who have been forced to leave and become (illegal) migrant and domestic workers. APWLD, GFC, WECF International and WEP are co-facilitating the global women's movement in the Climate negotiations together with WEDO and All Indian Women's Conference, also partners of WECF. WECF International and member organisations have developed the first-ever "gender-equitable National Climate Mitigation Plan" (NAMA) with the ministry of environment of Georgia.

- ➔ WECF's experience with the Gender Equitable NAMA, will serve as an example for integrating gender into national sustainable development implementation plans in WECF strategic activities 2015-2020.

WECF and its strategic partners bring added value in the area of social inclusion and labour rights. Strategic partner APWLD focuses on strengthening the rights of women migrant and domestic workers, amongst others by capacity building of the first trade union of women migrant workers based in Hong Kong. APWLD members are actively engaged in strengthening women labourers' workers rights in export zones, to learn lessons from the Rana Plaza killing of more than 1000 textile workers, mostly women. APWLD works in strategic partnerships with trade unions and sex workers rights organisations. Ending Violence against women and strengthening Sexual and Reproductive Health and Rights are key issues for women migrant and domestic labourers. WECF International ensures that all gender equality and women leadership training addresses the need to end domestic violence against women and other harmful traditional practices which continue to curtail women's possibilities to fully participate in the economy and society. WECF also works on women's economic empowerment by capacity building in the area of savings and credit groups and entrepreneurship training, as well as making existing financial mechanisms accessible for women, which is a challenge as many women do not have collateral (as no land rights etc.) and thus often are refused credit/loans.

- ➔ WECF will continue to work towards strengthening sustainable consumption and production, increased responsibility of producers and consumers in the EU and globally to ensure products are produced in a sustainable manner ensuring equal pay for work of equal value and respect for human rights.

WECF and its partners bring added value in the area of innovation and best practices. Many sustainable technologies need to be transferred, improved and adapted to best suit local needs, markets and income situations. Technology is an area with a great gender gap, where women are almost not involved in planning, design and development. WECF International and its network have developed best practices in ensuring that introduction and adapting sustainable technologies in the area of energy, food processing, water and sanitation include women, aiming

at creating 50% jobs for women as well as men in the process (thus far, 40% achieved is already a success). Too often investments in infrastructure create employment for men for people from outside the locality only, which is unsustainable.

- ➔ WECF will ensure that all member organisations share best practices and learn how the post-2015 implementation can truly benefit women and men equally



“

We need social-financial mechanisms for this type of infrastructure up-scaling targeted at women in low-income rural areas. In our project, WECF works with ethical banks for the creation of a solar heating microcredit scheme”

Anna Samwel, WECF Georgia

5. Our members and partners

WECF was created as an umbrella network organisation with women's sustainable development

organisations as members of its network following the UNCED 1992 in Rio de Janeiro.

As a network organisation, WECF believes in building on existing organisations and networks, to increase impact and to avoid duplication. This is particularly relevant for CSOs focussed on women's and gender priorities, as they are traditionally smaller so that it makes even more sense to say "when not big, than many".

Initially WECF was created as a regional network covering the EU and Eastern European, Caucasus and Central Asian region. The Board of Trustees and the International Advisory Board approved in their meetings in 2009 to move to global membership. Since 2010, WECF has an international division "Women International for a Common Future" and has 150 member organisations in 50 countries.

Member organisations and implementing partners

The overall profile of the network member organisations has changed with the years and the geographical expansion. Member organisations all stand for inclusive sustainable development from a gender perspective. Some member organisations focus more on social development, others more on economic or technical development. All network organisations are supported by WECF to make the link from local experience to national or international policy making. Being able to make that link from local to global and back, is a key added value and red thread throughout the WECF network.

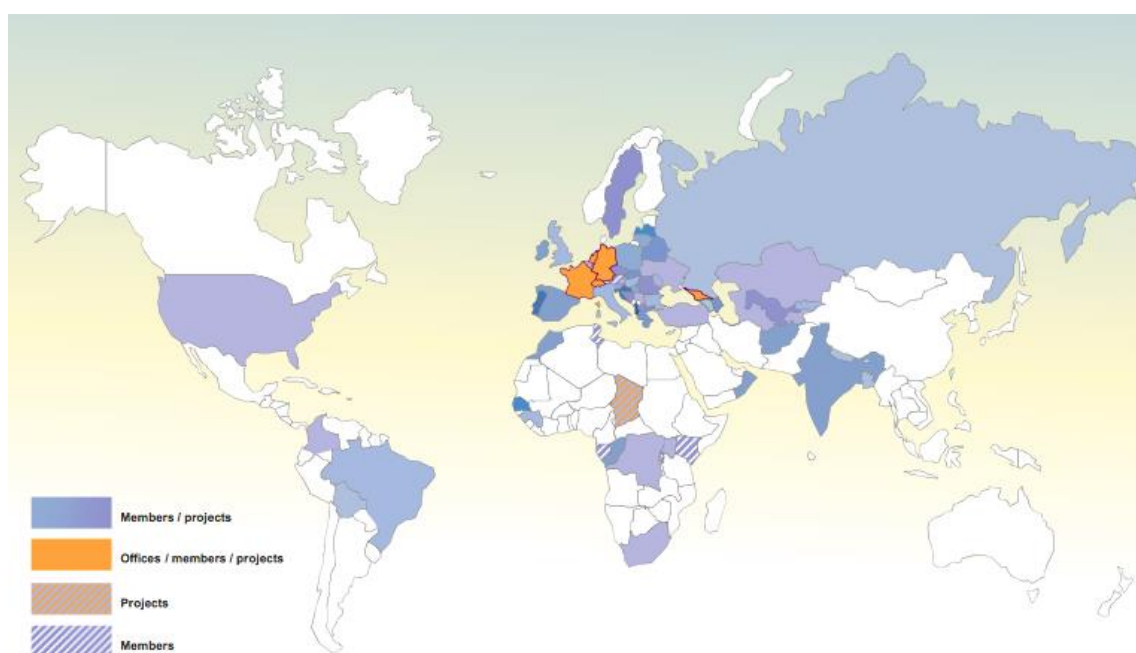


Fig. Map with WECF Network offices, member organisations, individual members and on-going projects

Civil society organisations who fully support WECF's vision, mission and values are welcomed and can apply for membership. The [Code of Conduct](#) (universal human rights principles, non discrimination, transparency etc.) is annexed to all memorandum of understanding (MoU), which all members sign when joining the network. In addition to adhering to the values of the code of conduct it is important that members of the network are motivated, committed, ready to share and learn and to cooperate with a positive team spirit.

Members apply via the official [application procedure](#) and are approved by the International Advisory Board which represents the member organisations.

Being a member organisation does not give the members any guarantee of funding for activities. In case project funding is available, and depending on the criteria set for the project, member organisations as well as non-member organisations, have to apply via an open and transparent application process, and are selected via a transparent.

The secretariat is spread over the three main offices of WECF in the Netherlands, Germany and France, with the Netherlands being the headquarters, and the other offices taking on focus areas for thematic, geographical and language support. The secretariat works according to the strategic 5-year plan, as well as the detailed annual plans, both of which are designed with a strong involvement of the membership, as stipulated also in the statutes of the organisation. Member organisations are encouraged to take initiatives for exchange with other member organisations, thematic campaigns or join policy actions.

The WECF network has institutionalized regular consultations with its member organisations, target groups and beneficiaries.

The member organisations are consulted annually on the preparation of the detailed work-plan and program planning through the International Advisory Board (IAB) which represents the member organisations. The planning process for the multi-annual plan is also institutionalized and includes a number of steps, starting with the consultation of members organisations, the drafting of a first version, the consultation of the board of trustees, the consultations of strategic partners and back to the membership.

- ➔ As part of the Strategic Plan 2015-2020, two global membership assemblies are planned, combined with a policy advocacy strategy training on implementation of the Post-2015 and Climate agreements.

Strategic partners

WECF has worked in strategic partnerships with other networks of CSOs working on women's rights and gender equality in sustainable development. This strategy has proven very effective as it allows effective advocacy from local to global level and back, and a fast sharing and learning between women's CSO networks.

- ➔ In its strategic plan 2015-2020 WECF plans to expand its strategic partnerships with the leading CSO's of the "Women's Major Group" on post2015.

WECF cooperates with strategic partners. WECF has long-term cooperation with Gender Water Alliance (GWA), since 2005, on joint policy recommendations for water policy processes, and with Global Forest Coalition (GFC), since 2010, on capacity building of indigenous women and forest protection, as part of its International Women Empowerment program. Since 2014, APWLD (Asia Pacific Forum on Women Law and Development) and WEP (Women Environment Program) have joined WECF as co-Organising Partners of the Women's Major Group. WECF, WEP and APWLD also work jointly on policy advocacy with the women and gender constituency at the Climate Negotiations at UNCFCCC. WECF also cooperates with the other organising partners of the Women's Major Group based in New York, WEDO (Women Environment and Development Organisation) and IWHC (International Women's Health Coalitino). Furthmore WECF cooperates with the regional organising partners based in Kyrgyzstan (Kyrgyz Forum of Women) and in Mexico (Equidad de Genero). WECF and these strategic partners are complementary in thematic and geographical scope and bring complementary skills and tools, which will ensure the most effective action for national implementation of the Post-2015 Sustainable Development Goals.

WECF and its strategic partners all have extensive experience with **capacity building training sessions** for civil society organisations. In the last 8 years, capacity of an estimated 15,000 CSOs and gender advocates/implementers was build, including for 10,000 participants from lower and middle income countries.

- ➔ The Strategic Plan 2015-2020 will build on this great experience and foresees training of local women's leaders (10,000) and 2000 local CSO for lower- and middle-income countries.

WECF and its strategic partners have developed **training modules** which are used to build the capacity of different target groups on gender-equitable sustainable development. The range of tools vary from assessment tools, for example GWA's gender assessments of the water utility sector, which targets staff of local authorities, to WECF's training modules on the technical aspects of shifting from fuel-wood to solar heating for local women, men and students, as well as GFCs the training modules on community management of forest for indigenous peoples groups, to WECF's training modules on creating local finance groups and developing business plans for women entrepreneurs. Many of the training modules focus on implementation of sustainable developing in low-income communities strengthening underrepresented groups.

- ➔ In the strategic plan 2015-2020, 35 training modules adapted to the needs of the countries and in the local language will be used for capacity building on implementation of the post-2015 agenda with local women and gender focused CSOs

Expertise covering all the Sustainable Development Goals

The coalition of WECF's network and the broader networks of the strategic partners from the Women's Major Group have expertise covering all the 17 goal areas of the "Sustainable Development Goals".

All strategic partners have expertise regarding the SDG 5 on "Gender Equality and the Empowerment of all Women and Girls". APWLD on ending discrimination and violence against women, GWA and WECF on reducing unpaid care work, GFC on access and control over natural resources including forests, WEDO on disaster risk reduction, APWLD on social protection floors and equal pay for work of equal value. IWHC has expertise on sexual and reproductive health and rights, and broadly on all health-related targets.

WECF, WEP and GFC focus on strengthening women CSOs and other CSOs and Indigenous Peoples organisations which focus on the questions of resources (forests, energy, water, food, climate etc). WECF focuses on the health goal, and APWLD on the poverty reduction, land rights, trade, finance and decent work, WECF on APWLD on sustainable production and accountability of producers, and all co-applicants have expertise with good governance, rule of law, peace and conflict resolution and means of implementation for the SDGs.



„We should think outside of the traditional sectors and come with integrated solutions to complex problems. We need to allow each one of us to contribute to these solutions, at all levels, from the household to international governance”

Geographical Complementarity

WECF together with its strategic partners, have an extensive and complementary network of members, which provide a powerful and quick to mobilize advocacy potential. The networks of WECF and its strategic partners are complimentary, with member organisations based in 132 countries, of which 101 are Least Developed, Low and Lower-Middle Income Countries.

The foremost strength of this extensive network of member organisations, is that it allows to take fast action and join forces for the common cause and position, which can be very effective to address policy makers and the press. The common advocacy by all network members aims to anchor gender equality and gender justice, human rights and women's rights into the core priorities for national, regional and global development policies.

Larger network of members of the Women's Major Group

The UN recognizes women's organisations as an important constituency within the broader civil society, alongside other constituencies such as trade unions, youth organisations and indigenous peoples.

WECF International has been created as a result of the creation of the "Women's Major Group" on sustainable development in 1992, as an outcome of the UNCED (United Nations Conference on Environment and Development), with the aim to coordinate effective and meaningful participation of women's organisations in policy processes on sustainable development.

WECF has co-chaired the Women's Major Group since 2009. As a result of the 'merging' of the Sustainable Development and the MDG process, the women's organisations have also joined their efforts so as to coordinate their input, as part of the "Women's Major Group" on Post-2015. The Women's Major Group coordinates the policy advocacy for the Post-2015 policy process, with 800 members from 92 countries involved in its consultations to prepare joint policy statements, and a core group of 300 organisations covering all thematic areas of the 17 Sustainable Development Goals.

The core group of 300 "advocacy group" members of the Women's Major Group registered officially and fill out a form in which they state their alignment with the priorities of the women's major group.

WECF and co-applicants APWLD, GFC and WEP are elected as so-called "[Organising Partners](#)" (OP) [to the United Nations secretariat](#) to facilitate the women's organisations input into the post-2015 policy process. The [Governance](#) of the WMG is transparent and democratic, see [nomination and election procedures](#). The nomination and election process for the coming 2-year period is being finalized in September 2014, and the 8 new co-facilitators (co-OPs) ensure a thematic and

geographical balance¹.

The WMG organising partners have **a formalized partnership relationship**, including a financial relationship, of which WECF has been the lead in the past 3 years, responsible for the contracts with the co-facilitating partners, and for the fundraising efforts. See the list of [Members of the Women's Major Group](#).

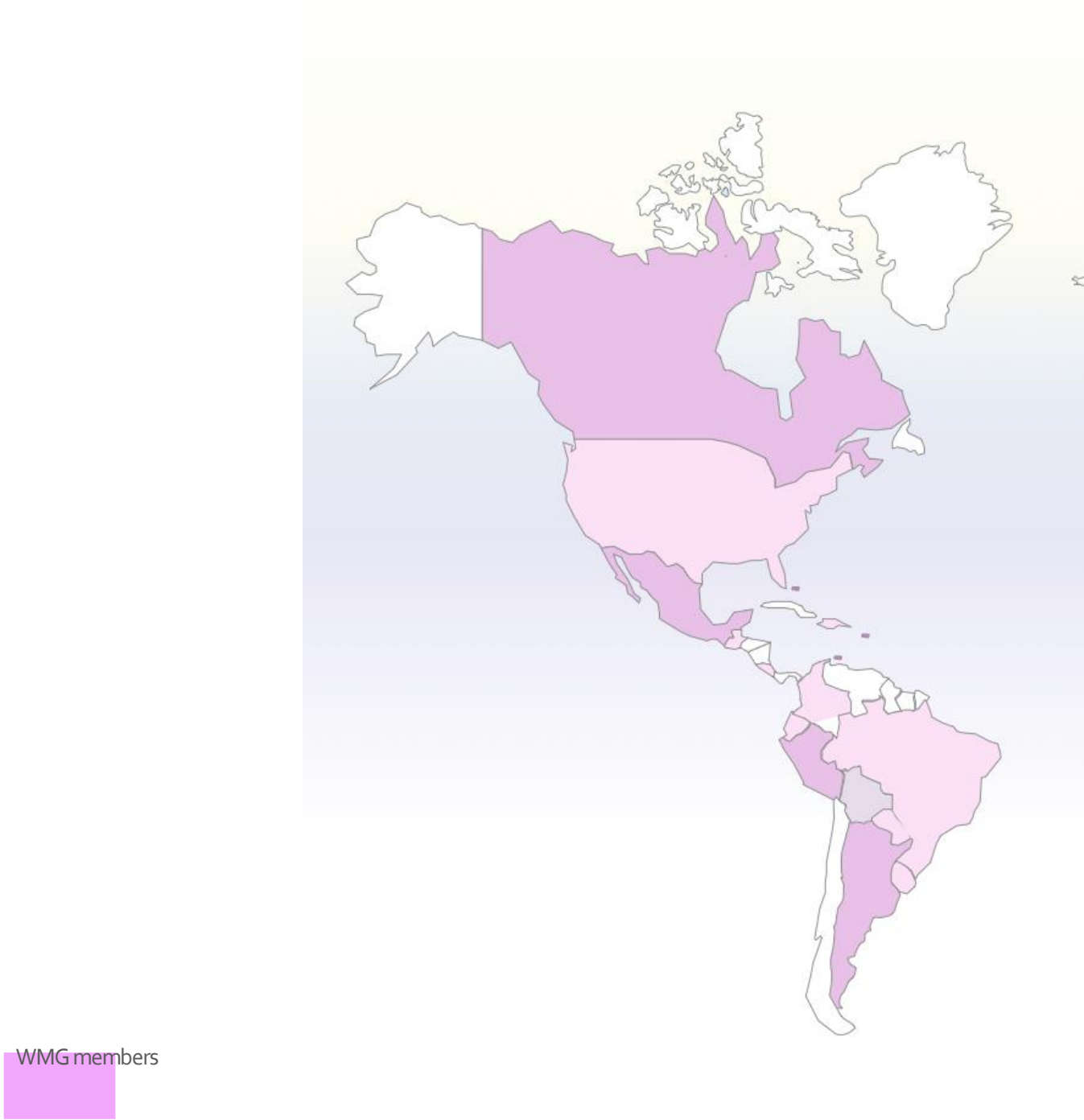
As the leading organisations for the Women's Major Group in the last 3 years, **WECF and the other 'organising partners' have been responsible for building this strong advocacy network** of women's CSOs from initially a small group of 20 women-environmental organisations to the leading alliance of women's organisation from all sectors.

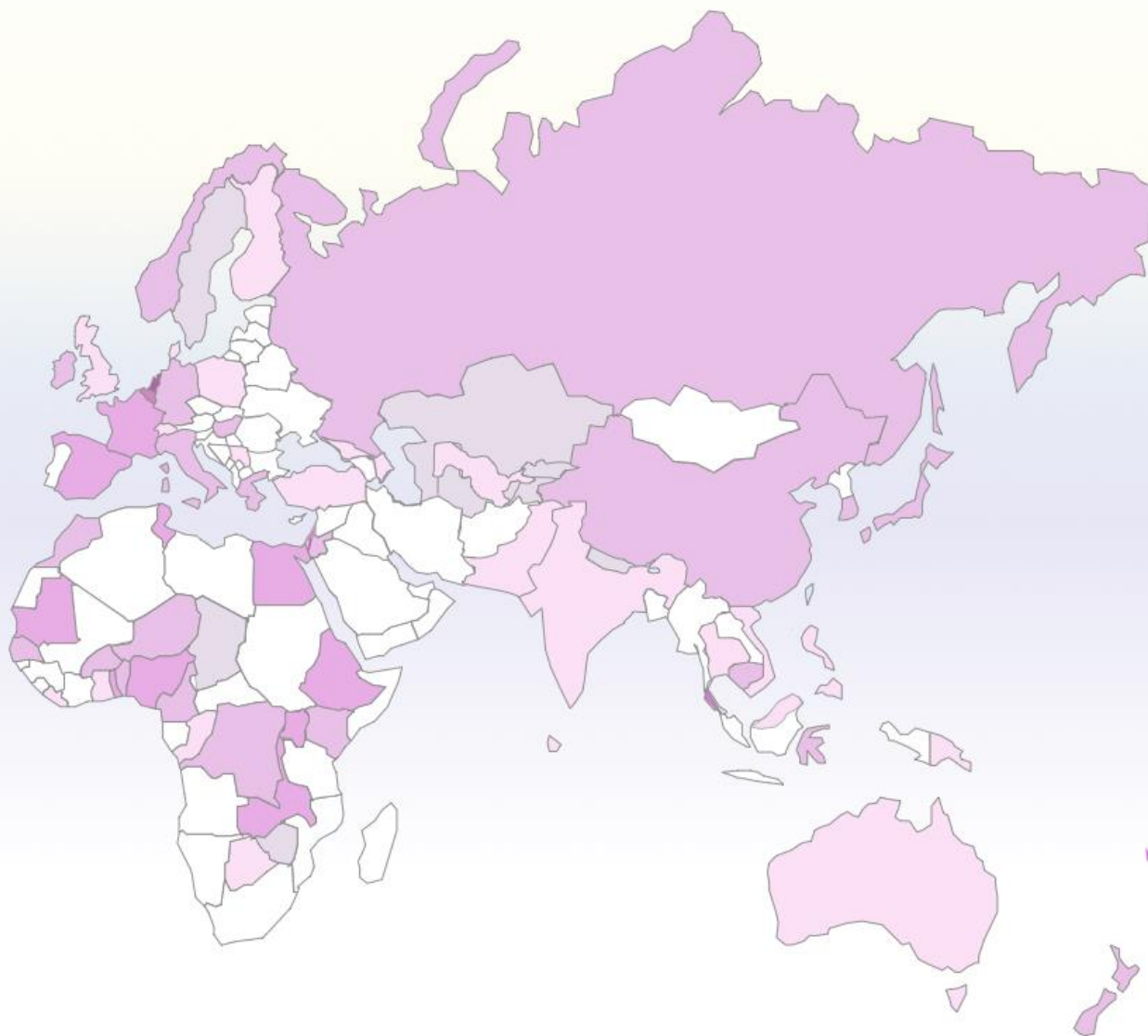
The WMG has had a **key influence on the formulation of the draft Post2015 goals** (the Sustainable Development Goals), and have together with allies from Member States and UN agencies ensured that the Sustainable Development Goals have a strong stand-alone gender equality and women's empowerment goal, as well as specific gender equality targets in 12 of the other goals.

Not in all countries where member organisations are based, are there funded activities. Membership organisations first reason for joining the network is to share information and experience, which they can use to also develop funded activities with other member organisations or strategic partners of the WECF network; the initiative always lays with the local member organisation.

¹ Nominated as OPs for the period 2014-2016 are: WECF, GFC, WEDO-Women Environment and Development Organisation, IWHC-International Women's Health Coalition, Asian Pacific forum on Women Law and Development – APWLD, Equidad de Genero (Gender Equality) Latin America, Women Environment Program WEP Africa, Kyrgyz Forum of Women's Organisation.

Women Major group members







“

Via our projects on water and sanitation in rural areas and in schools, we indirectly contribute to the increase in the number of girls attending school and empower women for the advancement of gender equality”

Claudia Wendland, Senior Sanitation Expert, WECF

6.

Organisational framework



6. Organisational Framework

WECF strength lays in its staff and members, their expertise, professionalism and dedication.

Principles and values

It is our mission to give a voice to women and create a just healthy and sustainable world. We are convinced that a more sustainable and equitable world will save the planet and will provide a better living for the people. These beliefs are an important guide for our day to day work.

Respect for Human Rights and Universal Principles

We find it important that all people have equal rights and are treated with dignity, we believe in putting people first and not the system, we do not discriminate on grounds of race, gender, age, social class, beliefs or sexual orientation and stimulate diversity amongst our staff, members and partners.

Respect for Our Environment and Future Generations

We promote the protection of our and our children's health, with a focus on a precautionary approach to environmental health and make choices in accordance with our beliefs. To reach our mission we are cooperating with governments, civil society and businesses, at the same time we always make it clear that we do not accept economic reasons for compromising on our children's health, our own health and the environment.

Professionalism and leadership

WECF aims at playing a leading role in changing to a more just and sustainable society, we promote professionalism and competence and always want to provide top quality services and advice. We wish to excel in what we are doing and find it important to invest in building the capacity of our staff, members and partners.

Transparency, Inclusiveness and Accountability

WECF strives to enhance transparency and accountability, both internally and externally. We believe in transparent and equal relationships and empower women and vulnerable people to make up their own decisions and stand up for their rights.

WECF is accountable to donors, partners, members and the public, we continuously keep stakeholders updated through the internet and ensure that our financial reports are audited and available on the internet.

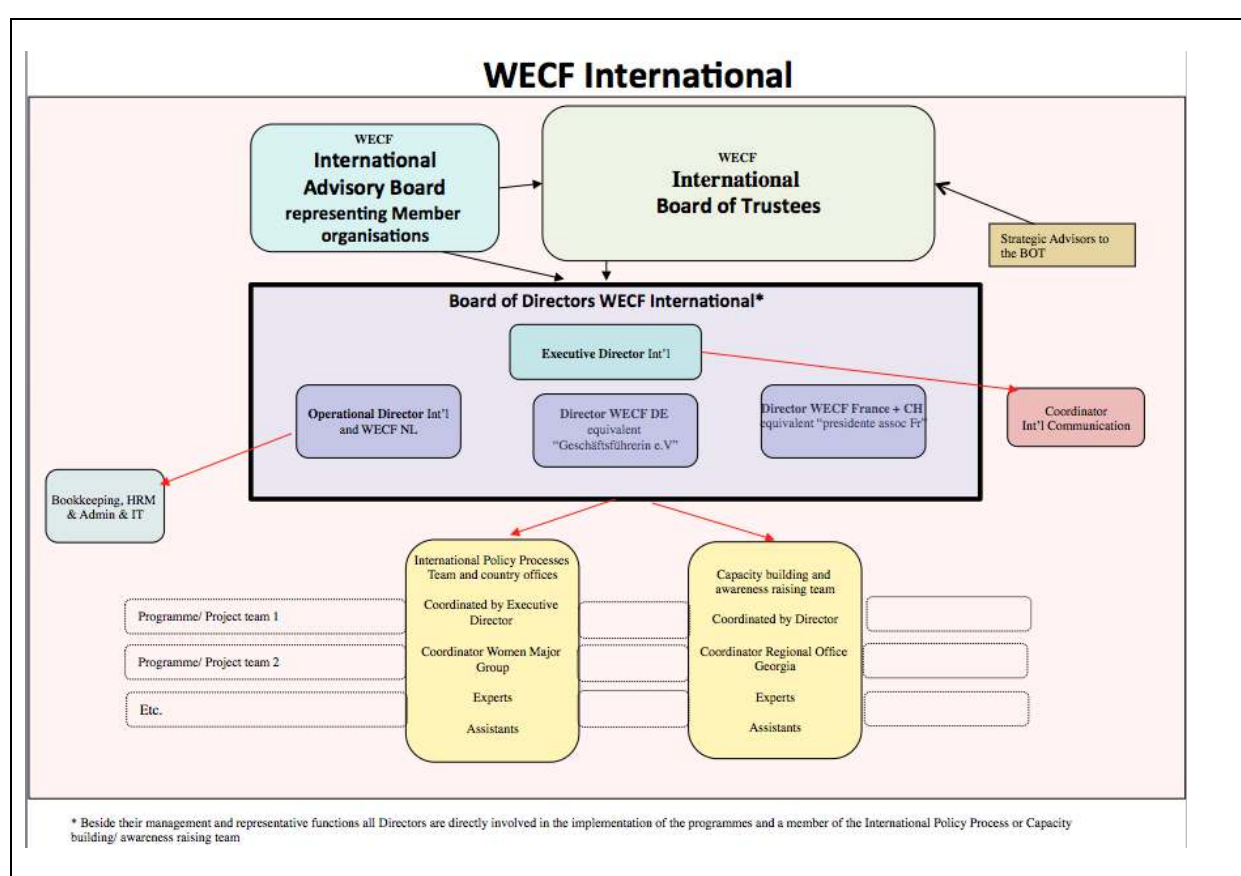
Participation and Learning

We have open democratic, participatory, consultative problem-solving and non-discriminatory

practices and give voice to our network members and partners through the International Advisory Board. We find it very important to invest in ways to gather and exchange experiences and encourage the transfer of knowledge and capacities between East and West and South and North. We strive for dialogue by involving multi-stakeholders in our activities and share our knowledge information and tools with all stakeholders.

Organisational setup

To achieve the objectives of the organisation and strengthen the relationship with the network members a high level of flexibility is required.



The current five functional teams which have a thematic setup will be combined into two departments with a possible expansion to three in a later stage. One department will focus on national and local partners in the region and have a strong focus on capacity development on leadership and policy issues and the national implementation of the SDG process. The other department will be internationally oriented, engaging in strategic partnerships, linking the initiatives of different gender networks and advocating and campaigning for equality and sustainability. For each project a project team is selected from within one department or

combining members of the two departments. Small projects can be assigned to a single staff member. On average a staff member will be participating in 1-2 larger multi-annual projects as well as working on several short assignments.

The second planned initiative concerns the expansion of regional focal points/offices and country representatives. WECF is expanding its office in Georgia to become a regional office covering all Caucasus countries. WECF further aims to open a representation in Brussels and a second regional office in Central Asia by the end of 2016, building on the focal point and country representation in Kyrgyzstan of the last years. Furthermore, it plans a country representation in Uganda, which can be expanded later on to cover the East African region. All regional and country representations are based with existing member organisations and allow stronger coordination amongst the various member organisations in the same country and region.

Staff and staff development

WECF's most important resources are our people – our staff, members and network partners. WECF has highly educated motivated staff, at the same time we have to acknowledge that training of staff has not always been possible to the desired level due to limited financial resources. The main areas for staff development include:

- ➔ **Gender expertise:** all staff who are not (yet) gender specialists (excluding the support staff). Several staff already got an introduction training, for those a follow up course will be organised.
- ➔ **Project monitoring:** all staff excluding the support staff
- ➔ **Financial planning and monitoring:** Board of Directors, team coordinators and project coordinators
- ➔ **Policy advocacy:** Introduction to the international policy frameworks for coordinators and experts of the capacity building and awareness raising team
- ➔ **IT and communication tools:** Set-up and maintenance of new software systems like SharePoint (recently introduced) and the planned new project and financial management system: support staff. Other staff members will be trained in the day to day use. Training on new communication tools will also be included.

Where relevant, the trainings will be combined with training of membership organisations. Based upon their position after the restructuring individual development plans will be agreed upon with all staff members including support staff. Where necessary individual courses will be agreed upon (e.g. a language course).

WECF is a lean organisation working with a minimum number of core staff, most staff members

have a thematic background and were trained on the job to take up a wide variety of tasks. In order to reach our objectives as well as to work efficiently some additional staff will be required. The most needed positions at the moment include: Regional representative Central Asia, a Fundraiser specialized in proposal writing, a part time System / Database Administrator and Membership Coordinator with a background in (online) training. Where necessary additional external expertise is hired on a short term or project basis (thematic experts, IT, PME).

Many staff members are in frequent contact with politicians, administrators and other key decision makers. In order to fulfil our roles, we aim to recruit top quality staff. To remain an attractive employer the staff remuneration package will be reviewed in 2016.

Sharing and learning is an important value within WECF, we will continue to offer learning opportunities to interns and volunteers, whereby candidates from partner countries get preference.

Governance

WECF has 3 institutional bodies, which jointly guarantee good management and accountability towards member organisations and towards donor organisations:

- 1) The **International Board of Trustees (BOT)**, which is responsible for supervision of the board of directors for all legally binding engagement by the WECF international.
- 2) The **International Advisory Board (IAB)**, which represents the member organisations and which advises on the strategic direction of the organisation to ensure this is based on the priorities of member organisations and their needs.
- 3) The **International Board of Directors (BOD)**, which is responsible for the management of the organisation and the implementation of the annual and multi-annual plan, and reports to the Board of Trustees and the International Advisory Board.

The International Advisory Board which is elected by all full member organisations once every three years. New elections will be held in 2015 which will strengthen the member representation from new members and new geographic regions. Together with the new IAB members a new representative structure will be developed giving more justice to the different roles of the regional and international network members. A stronger focus on diversity in the International Advisory Board, from a point of view of gender balance, geographic balance, age and thematic background will be encouraged. Together with the Board of Trustees and the Management the IAB will investigate the role of WECF will play in the coming years.

WECF's has three main offices each with an independent juridical structure, in the Netherlands, Germany and France. The Dutch office functions as the headquarters for WECF International. The BOT and the IAB are the official governance organs of WECF International registered in the

Netherlands. WECF International has a certified status as a non-profit organisation of benefit to the public good ([ANBI certificate](#)). The executive director of WECF International, functions as the international director for all national offices of WECF, in the Netherlands, France and Germany. The German and French WECF offices are also both officially recognized by the tax authorities as non-profit organisations to the benefit of the public good. The Board of Directors of WECF international consists of the international executive director, the directors of WECF Germany and France, and the international operational director. The team of directors (BOD) forms the **executive decision-making body** of WECF international and is **accountable** to the BOT (trustees) and IAB (members).

In 2015, WECF opened a representation office in **Georgia**, formalizing its field office there to be able to better organise the employment contracts of local staff. WECF France has opened a representation office in **Switzerland** to allow coordination with the UN organisations based in Geneva and with Swiss donors and civil society organisations.

- ➔ A representation in **Brussels** is planned as off the end 2015, and representation in **Kyrgyzstan** and **Uganda** are planned for 2016-2017.



“

The women from the former townships have learned how to grow their own food in their backyard, they learn how to preserve it and they learn how to sell it. It is food for their bodies, minds and souls...”

Annemarie Mohr, Boardmember WECF Germany

7.

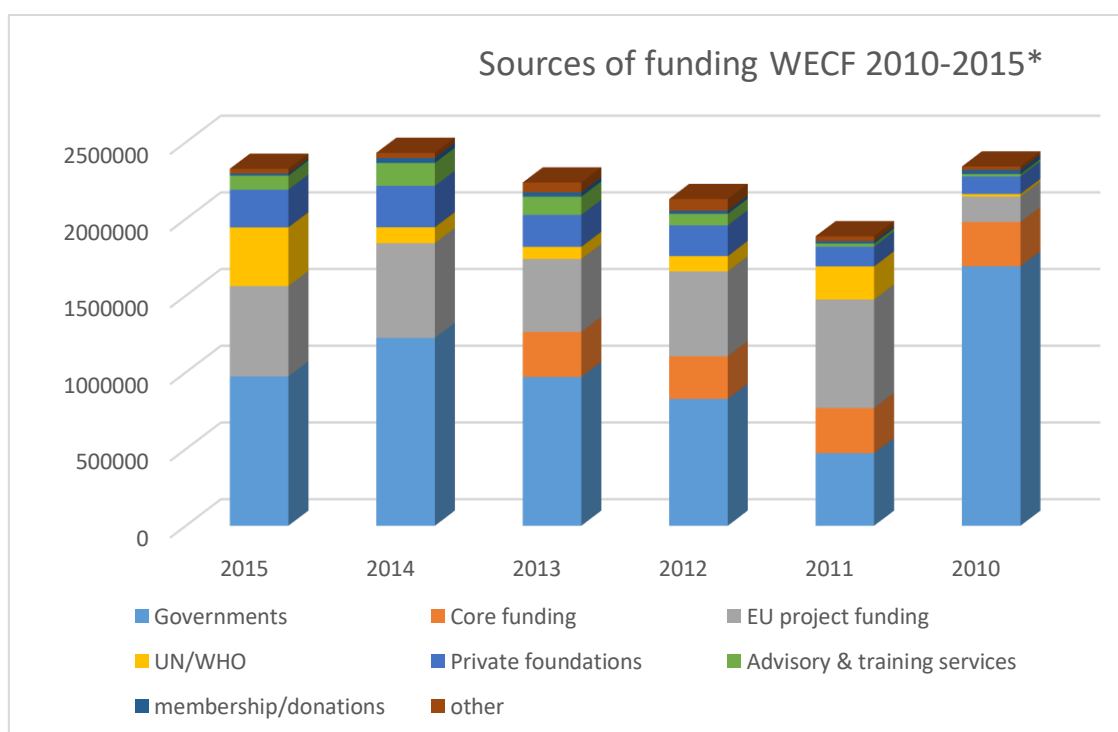
Finances



Financial overview

The overall budget of WECF International with its combined offices has been between 2 and 3 million Euro the last 7-8 years, with a dip to less than €1,9 million in 2011, when the Framework Funding of the Dutch ministry was reduced, and WECF had to set out a year before it could again access the Fund for Female Leadership (FLOW). Since then income has slowly increased again up to around 2.4 million in 2014 and 2015.

Funding sources have been diversified. While in the past WECF mainly aimed at multi-annual funding to a large extend from EU member states, it now has increased mid-size projects and assignments especially from UN agencies and private and public sector. The chart below shows an overview of the funding sources of the past six years.



Future development

To accomplish our goals for the coming strategic period several fundraising priorities have been set. The two most important ones are the renewal of the FLOW fund (400.000- 500.000 a year) and finding operational funding of around 15% of the total budget. Both funds are critical to ensure the financial stability of the organization

with adequate financial and human resources. The operational funding budget is essential to improve our services to the network member organisations, and to modernize the administrative systems.

Other priorities include the setup of a separate advisory and training unit in the German office and increasing the funding from private foundations to be able to address demands for co-financing as is usually the case for funding from the European Commission. The development of a new profile and following rebranding exercise should lead to an increased funding via donations and membership fees. However, looking at the nature and complexity of the work, WECF will in the first place remain dependent from institutional public funding.

To better serve the members and improve our knowledge of the regions the number of regional offices will be expanded from one in 2015 to three in 2020.

Projected Income and Expenditures 2016-2020*

Income (in Euro)	2016	2017	2018	2019	2020	Total period
Governments	1.021.610	1.072.042	1.110.903	1.158.121	1.181.284	5.543.960
Core funding	420.000	428.400	436.968	445.707	454.622	2.185.697
EU project funding	606.760	623.068	650.530	680.693	694.307	3.255.358
UN/WHO	380.000	387.600	395.352	413.259	421.524	1.997.735
Private foundations	250.000	262.500	275.625	289.406	313.877	1.391.408
Advisory & training services	95.000	120.000	140.000	160.000	190.000	705.000
Membership/donations	15.000	15.750	25.000	28.000	30.000	113.750
Other	35.000	35.700	36.414	37.142	37.885	182.141
	2.823.370	2.945.060	3.070.792	3.212.329	3.323.498	15.375.049
Expenditures						
Europe based staff & freelancers	823.900	840.378	857.186	874.329	891.816	4.287.609
Regional offices staff	38.000	58.140	88.954	136.100	138.822	460.016
Direct project costs	784.740	823.977	865.176	908.435	953.856	4.336.184

Expenses through partner organizations	985.000	1.027.000	1.060.000	1.090.000	1.131.469	5.293.469
Operational expenses	191.730	195.565	199.476	203.465	207.535	997.771
	2.823.370	2.945.060	3.070.792	3.212.329	3.323.498	15.375.049

In order to achieve the targeted income fundraising plans will be developed on a yearly basis and adjusted regularly. An important aspect of the planning will be the timely securing of co-financing for the EU funds. A control system will be set up to ensure that adequate funding for fundraising and overheads are included in all project applications.

The current financial and project monitoring system (Pluriform software) is outdated and will be replaced. Other areas of attention during the strategic period 2016-2020 will be financial risk management, liquidity and efficiency.