



IPPF/WHR Task Force Presentation

ABRIDGED FINAL REPORT OF THE IPPF/WHR GOVERNANCE AND BUSINESS & FUNDING MODEL TASKFORCES

September 2019

1. UPDATE ON GOVERNANCE TASK FORCE RECOMMENDATIONS

INSIGHTS FROM KEY STAKEHOLDERS

Through interviews with Board Members, Executive Directors of Member Associations, Donors, and Regional Office Staff, we uncovered significant insights about the current governance structure which will inform the future governance design



STRENGTHS

The current WHR governance structure has considerable strengths:

- It is focused on the well-being of women and vulnerable populations and promotes the mission
- It promotes transparency and accountability among Members / Partners and Donors
- It prioritizes strong diversity in representation (i.e. MAs, women, youth)

Board-specific strengths:

- It is recognized as the most functional regional governance body in the federation
- It has benefited well from the inclusion and guidance of external advisors
- It has a sound Committee structure (particularly the independent Nominations committee)

Regional Council-specific strengths:

- It fosters collaboration and knowledge sharing through the Regional Council
- It enables connectedness across different regions

CHALLENGES

- **Lack of agility.** The current governance structure is not sufficiently agile or flexible to respond to changes in internal and external environments
- The current Board structure poses **potential conflicts of interest**, as MAs vote on issues that affect them directly, including resource allocation
- **High cost.** Particularly the Regional Council is acknowledged as a costly body, not commensurate with the size of the organization
- **Difficulty in embedding a “culture of excellence”** where not all Board / Council members are highly engaged; perception that the current governance is still missing some key skillsets
- There is a **lack of continuous improvement** and modernization of governance, with regards to technology and governing capabilities / guidelines

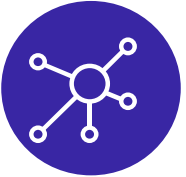
BIG OPPORTUNITIES

1. A **smaller, majority independent Board** would enable IPPF/WHR to be more effective
2. The Board should bring in more Directors who are leading in their fields for **specific skills***, such as Fundraising, Strategic Foresight, Financial Oversight, Advocacy, Partnerships, and more
3. There is an opportunity to transfer governance role of Regional Council to the Board and **transform Regional Council (RC) into a forum** for sharing best practices, collaborating, and reviewing collective progress against IPPF/WHR’s strategy
4. There is an opportunity to improve member / partner representation through **enhanced participation in Committees**

GUIDING PRINCIPLES FOR FUTURE GOVERNANCE MODEL

Based on ideas generated by the Governance Task Force and verified in stakeholder interviews, we have defined the following guiding principles to inform the future governance model

A FUTURE GOVERNANCE MODEL MUST BE:



AGILE & FLEXIBLE

To be responsive and rapid in addressing external shocks



INDEPENDENT

To have objective and independent leadership



FEMINIST & IMPACT-LED

To take feminist principles in governance activities, placing women and girls at the center



COST-EFFICIENT

To create strong value for money in governance



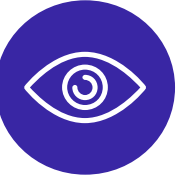
TRANSPARENT & ACCOUNTABLE

To ensure ethical and clear governance



DIVERSE & DEMOCRATIC

To include strong participation from women and young people



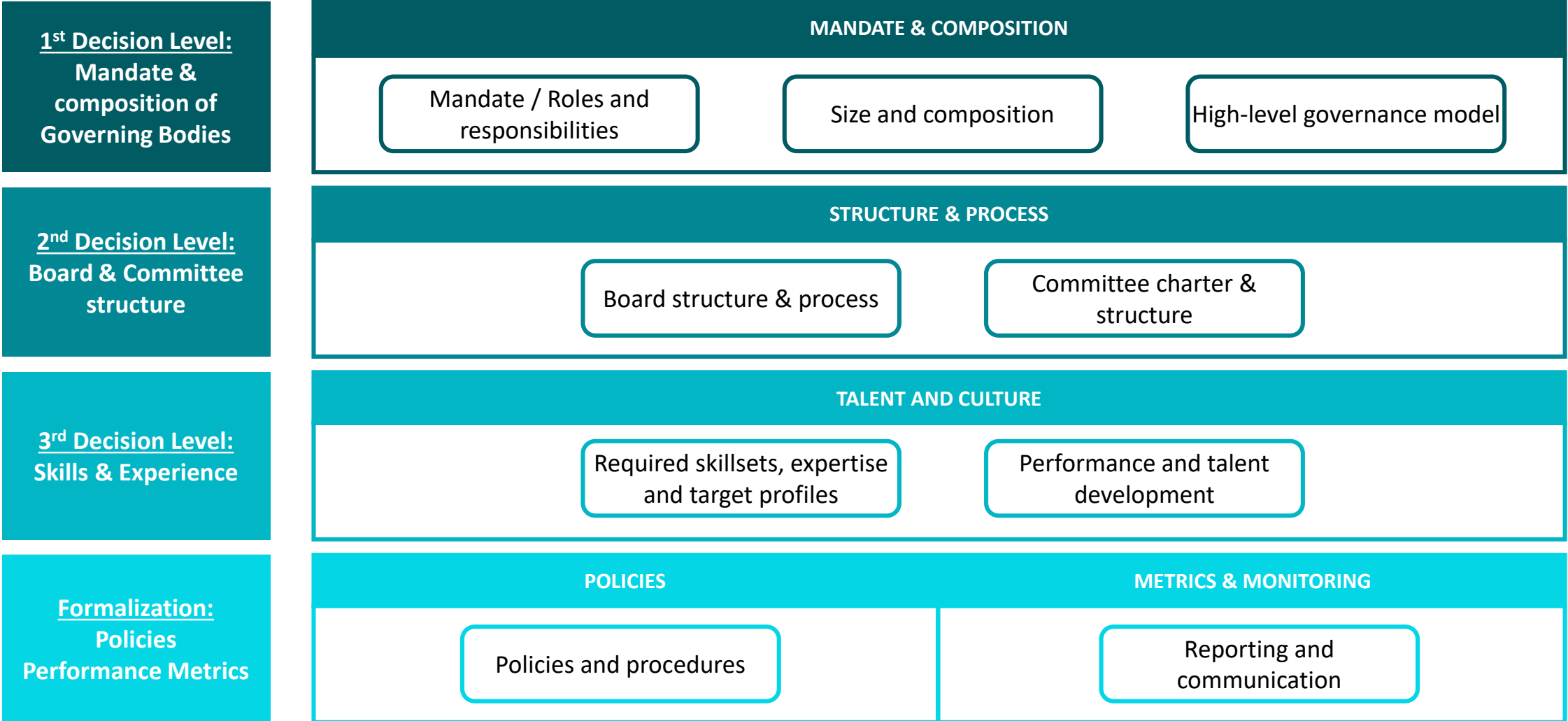
MODERN & SELF-IMPROVING

To be committed to change and improvement

- Ensuring these guiding principles are embedded throughout the governance design – as what success means for future WHR governance model
- Applying the guiding principles to evaluate and select between various options/ scenarios

GOVERNANCE MODEL FRAMEWORK

Our Governance Model Framework is a useful foundation for evaluating and defining the specific decision levels that will enable governance transformation



KEY RECOMMENDATIONS



1. MANDATE

- The new governance model should prioritize **strategic foresight** and defining a refreshed WHR strategic framework, **driving fundraising activities**, and other mandates for a modern and future-oriented Board.



2. SIZE & COMPOSITION OF THE BOARD

- The future governance model should aim for a **smaller, and majority-independent Board composition** to become more agile, independent, effective, and to bring in key skillsets into the overall governance.



3. HIGH LEVEL GOVERNANCE MODEL

- We recommend that the **Board of Directors is preserved as the highest decision-making body for WHR**. The Board would take on the governing responsibilities of the Regional Council.
- The **Regional Council is refreshed to an advisory capacity or a knowledge & learning exchange platform**, supported by an Advisory Committee.

TRANSFORMING THE REGIONAL COUNCIL

(2 SCENARIOS)

Based on the consensus to repurpose the Regional Council as a forum for knowledge exchange, the Task Force proposes Scenario 2: Partner Forum + Advisory Committee.



1. PARTNER FORUM

The Partner Forum would wholly transfer its governance roles to the Board of Directors (i.e. defining the region's main policies and programs, approving amendments to the Bylaws, and electing Board members)

The Forum would maintain the Regional Council's core role as a sounding body to the Board, bringing together the partners' field experience and lessons learned to:

- Foster collaboration, information sharing, and best practices to co-create fruitful new partnerships and programs
- Discuss the main issues and opportunities regarding strategic development of the Region
- Promote inter-regional activities and strengthen WHR volunteer base

There is an opportunity to reduce representatives for each partner.



2. PARTNER FORUM + ADVISORY COMMITTEE

This option expands upon Option 1 in that the Partner Forum would still replace the Regional Council, but a new Advisory Committee would be created comprised of a representative team of volunteers and Executive Directors, who would shape the agenda of Partner Forum meetings, bring issues to the Board, be a repository of new ideas, and provide direct input & recommendations into IPPF/WHR's strategy.

The Advisory Committee would be accountable to not only the Board of Directors but also to the Partner Forum. Key characteristics of the Advisory Committee would include:

- **Mandate:** Providing input to the WHR organizational strategy and future vision of the SRHR movement; coordinating Partner Forum meetings.
- **Size / Composition:** The Advisory Committee would be comprised of no more than 5 seats¹ democratically elected by the Partner Forum. It would ensure women participation aligned to the feminist and impact-led governing principles. The skillset of those serving on the Advisory Committee should be well thought out and continuously revisited to ensure the right partners are positioned to serve the organization.
- **Cadence / Budget:** The Advisory Committee would meet once per year (could meet more frequently in Partner Forum years if necessary).

It is recommended to elect a Partner Forum President, who would channel concerns, actively liaise with the Advisory Committee, Board, and CEO as needed

*Note: Star represents Task Force's recommendation, based on analysis of the trade-offs, greater support from consultations and literature review, and better ability to achieve the goals of the guiding principles.

¹ The composition of this Committee would mirror the agreed-upon quota regarding seats for women and youth as all WHR governing bodies

FINAL RECOMMENDATION FOR REGIONAL COUNCIL

Stakeholders in the Governance Task Force meeting agreed that repurposing the Regional Council to a Partner Forum supported by an Advisory Committee (Scenario 2) would enable more effective future governance, while maintaining the historic success of the forum for sharing best practices, fostering collaboration, and reflecting on the collective progress in implementing IPPF/WHR’s strategy.



STAKEHOLDERS AGREE ON PARTNER FORUM + ADVISORY COMMITTEE

In detailed discussion, the Governance Task force agreed that the Regional Council should be repurposed as a Partner Forum with **no decision-making authority**

The **Advisory Committee was recognized as an important addition to the Partner Forum** to ensure that the topics presented at the Forum are relevant to partners and maintain the voice of the network

The work of both the Advisory Committee and the Governance Committee (previously Nominations Committee) will **connect the Partner Forum closely to the happenings at the Board level**, and vice versa

STAKEHOLDERS EMPHASIZED THE IMPORTANCE OF PURPOSEFUL YOUTH INVOLVEMENT

Stakeholders reflected on the importance of youth attendance at the Partner Forum and identified ways to strengthen youth involvement:

- Partners should be encouraged to **identify a core cadre of youth** that are thoughtful and lead movements in their respective countries based on the numerous examples that if youth are properly exposed to advocacy and SRHR topics, they serve as **effective leaders of partner organizations** in the future
- Given the potential for youth to work for partner organizations, Partners should **invest in capacity building of the youth they bring to the Forum**; partners should look to the **Youth Advocacy Movement in the Caribbean** for best practices regarding youth capacity building

 **Borrowing from IPPF/Africa**

To ensure meaningful youth involvement in the Partner Forum, WHR could implement the Africa region’s process for inviting youth delegates among their partners.

The Advisory Committee would be responsible for drawing a lottery to determine 3 groups of partners. Group #1 would bring youth delegates to the first meeting, Group #2 to the second meeting, and so on.

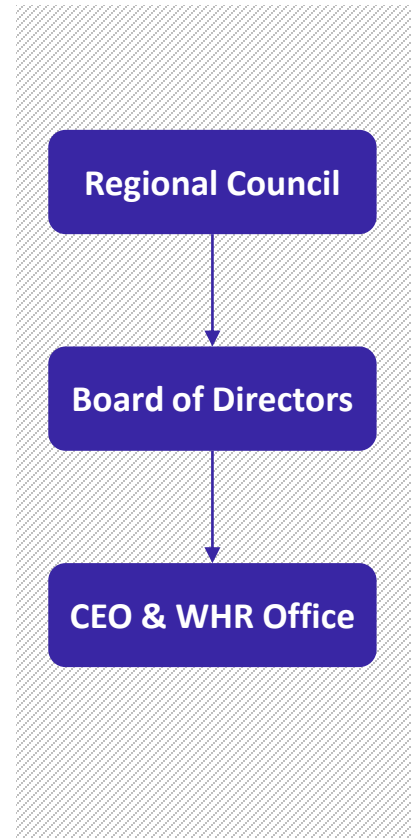
The Africa Regional Council strives for **30% youth representation** at their meetings and has benefited from this level of youth involvement.

PROPOSED FUTURE GOVERNANCE MODEL (HIGH LEVEL)

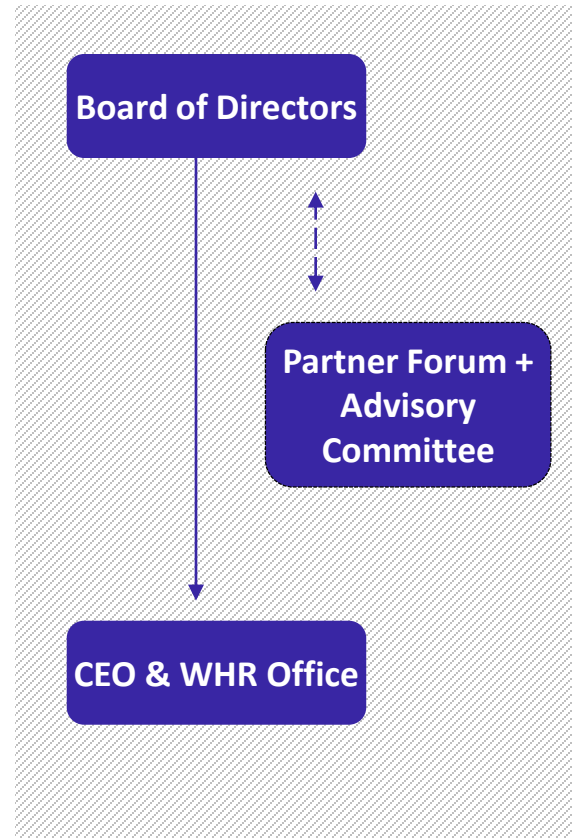


The proposed future governance model would be more modern and agile than the current structure.

CURRENT GOVERNANCE MODEL



FUTURE GOVERNANCE MODEL



Overview of the Proposed Future Governance Model

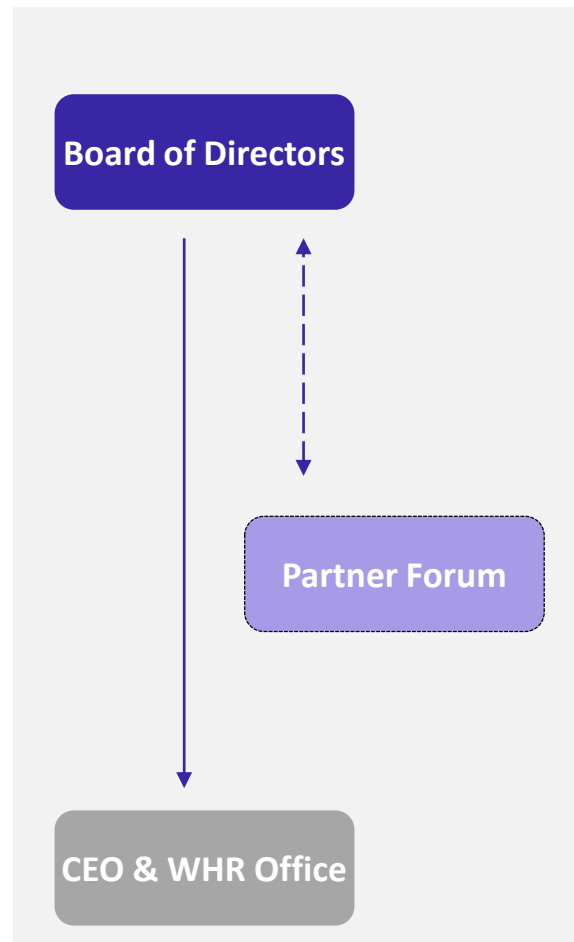
- many WHR stakeholders recognized a unique opportunity to simultaneously address the larger systemic issues in the current governance model (including potential conflicts of interest, a perceived inflexibility/lengthiness of Board procedures, and a diminished “culture of excellence”)
- In the proposed future governance model, the two major changes recommended to enable a modern, agile, cost-efficient, and more streamlined governance structure are:
 - **The Board of Directors:** (1) Maintain and expand its existing mandate as a combination of a working board, policy board, advisory board, and fundraising board, (2) Take on the governance duties from the current Regional Council
 - **The Partner Forum:** Would transfer governance duties to the Board and act as a knowledge and learning exchange platform for the partners.

THE MANDATE OF THE WHR GOVERNING BODIES



The future governance structure of WHR is composed of only one decision making body that is responsible for the oversight of the management team

Proposed Governance Model



Future Role & Responsibilities

The Board will remain being the principal fiduciary steward of WHR, and recruiting for additional candidates to support:

- Strategic foresight, CEO oversight and financial oversight of the organization and partners, acting as the face of the organization, driving key fundraising activities, etc.

The Forum will maintain their core role as a sounding body to the Board, bringing their field experience and practices to:

- Encourage collaboration, share information, experiences and best practices, co-create, stimulate new programs and programmatic development
- Discussing the main issues and opportunities around the development of the Region
- Promote inter-regional activities and strengthening WHR volunteer base

THE MANDATE OF THE WHR BOARD OF DIRECTORS



The mandate of the WHR governing bodies should be revised as follows (noted in blue):

Govern WHR and Oversee WHR's Engagement in the SRHR Movement

- 1. Lead WHR by shaping an inspiring vision, influencing strategic direction and priorities in alignment with the global SRHR movement.**
- Provide fiduciary review and accountability of WHR financial accounts and financial management:
 - Approve the regional budget and regional resource allocation
 - Receive requests for advice and financial assistance from partners, and meet such requests within WHR objectives
- 3. Advance and advocate for the global SRHR agenda.**
- 4. Determine the policies of WHR** in relation to its role, aims and objects, operational needs and legislative requirements; and oversee implementation.
- Establish the appropriate decision-making structures (e.g., Committees) to facilitate the effective oversight of WHR operations.
- 6. Review partner performance and make decisions.**
- Appoint and review the actions of the CEO/Regional Director.
- Monitor the effectiveness of WHR in achieving the strategic goals and promote strategic action for redress. Undertake a stewardship role by monitoring the performance of partners by reviewing global indicators and service data.
- Appoint independent auditors to audit WHR accounts of and to prepare reports and audited statements of accounts.
- 10. Secure adequate funding (e.g., fundraising)** and ensure safeguards to monitor the effective use of funds for WHR operation.
- 11. Ensure effectiveness of the Executive Board by selecting qualified and committed Board members**, building capacity for Board members to serve effectively, and engaging in annual 360° assessments and board development.
- Engage with constituencies and key stakeholders to maintain relationships / representation, facilitate communication, build consensus, and create stronger and more frequent linkages that catalyze cross-network collaboration.

Proposed
Mandate of
the Board of
Directors

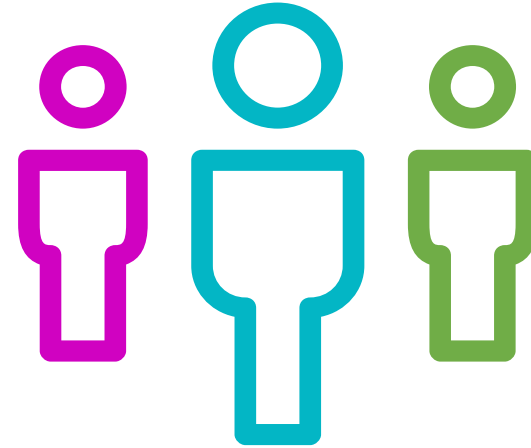
FINAL RECOMMENDATION FOR BOARD OF DIRECTORS

The Task Force proposes a majority independent Board made up of Directors that bring specific skills and expertise to enable more effective future governance. The current quotas for women and youth members should remain.

In the Task Force meeting on September 6th, 2019, stakeholders reflected upon the desired ratio of independent to partner representatives on the Board. Opinions ranged from a 60-40%, 70-30%, and 80-20% independent-partner split. The consensus was to have more independent representation than ever before, to equip IPPF/WHR with the **strategic foresight** and **external perspectives** that have historically served the organization well.

Ultimately, the Task Force's recommendation is to pursue a bolder vision of the Board and implement an **80% independent, 20% partner split** in member composition. We recommend the Board maintain its current quotas for women and youth.

With regards to the possibility of having a **paid Board Chair position**, the Task Force does not recommend pursuing it, given legal considerations, the history of volunteerism at the Board level, and based on legal advice legal counsel. However, a paid Board Chair could be reconsidered in the future if the Board cannot meet skillset requirements and feels a paid position would attract better talent (e.g. feminist leaders, young voices, those at the peak of their careers).




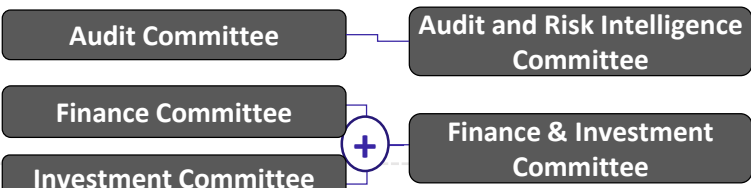


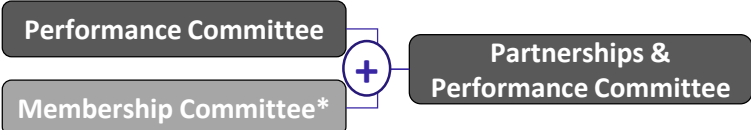


With a 9-person Board, the 80-20% split amounts to **7 Independent Board Members** and **2 Partner Board Members**.

The current quotas for **50% women and 20% youth** would remain.

Representation remains strong in this new model, where partners can **participate on Committees** (volunteers and Executive Directors) to directly contribute to the efforts of the Board, and also provide feedback through the Advisory Committee and Partner Forum.

DETAILED RECOMMENDATIONS FOR FUTURE BOARD COMMITTEES

BODIES	CURRENT TO FUTURE COMMITTEES	PROPOSED CHANGES	PROPOSED FUTURE ROLE
Board of Directors		<p>At this time, there are no proposed changes to the Executive Committee; it should continue meeting and advising the Board of Directors at the Chairperson’s directive</p>	<p>In the future, based on the transition to a smaller Board, the Executive Committee may no longer be necessary</p>
		<p>Rename to Governance Committee and maintain its current role.</p>	<p>Improve governance effectiveness and provide nominations process oversight</p>
		<p>The responsibility shall be transferred to the current Pro Bono legal support, as the role is to interpret and write amendments to the bylaws according to NY state nonprofit law</p>	<p>Committee can be dissolved, and role transferred to external partner (Milbank Legal Counsel)</p>
		<p>Because of the synergy between these committees, they should work closely together but the Audit Committee must remain separate according to state laws</p>	<p>Oversee the annual budget, long-term financial planning, investment guidelines, financial reporting processes and audit of the Corporation’s statements</p>
		<p>No proposed changes</p>	<p>Reviews and makes recommendations concerning the resource mobilization strategy and advises and participates in fundraising policy and strategy</p>
		<p>No proposed changes</p>	<p>Approve the organization allocation, contribution, expenditure or other funds disposition</p>
		<p>No proposed changes</p>	<p>Develop annual work plan, define key activities, partner responsibilities and resources related to policy changes</p>
		<p>Merge Performance and Membership to create synergy between the two as both deal with partner responsibilities such as performance monitoring and providing guidance for affiliation and new partnerships.</p>	<p>Monitor and analyze performance data as it relates to the expected results of the Strategic Framework and provides guidance for affiliation and new partnerships</p>

* Currently an IPPF Governing Council Committee

COMMITTEE GUIDELINES

Under the new governance model, there is an opportunity to provide for enhanced partner involvement on Committees. The following guidelines are proposed to improve Committee structure.

REPRESENTATIVE COMPOSITION

The Board of Directors should be responsible for ensuring the **composition of each Committee is representative of IPPF/WHR's two constituencies:** Partners and Independents.

Though the exact composition of each Committee may vary, Committees should **strive for an approximately equal balance** of members from each constituency, unless otherwise agreed upon by the Board.

To avoid conflicts of interest, and in accordance with the current Committee structure, Executive Directors will only be allowed to serve on the **Finance and Investment, ResMob, Advocacy, Advisory Committee, and Ad-hoc Committees.**

FLEXIBLE SIZE

The Task Force does not currently recommend specific changes regarding Committee sizes, but rather proposes a **minimum of three members to ensure representation from each constituency** and allow flexibility for the Committees to shape themselves.

This recommendation does not impact the **current Committee sizes** which can range from three to six members,

PRAGMATIC LEADERSHIP

The **Chair of each Committee should be a Board member** to ensure Committee efforts are in line with IPPF/WHR's strategy, and to create a **mechanism of accountability** both to and from the Board and its Committees (i.e. Board Members are aware of the Committee efforts, and Committees feel heard by the Board).

By mandating participation from partners and Board members on each Committee, and by positioning the Committees as the mechanism for meaningful engagement in the Federation, IPPF/WHR should be able to **foster a culture of stewardship** throughout the organization.

SELF-ORGANIZING

Borrowing from Agile methods, IPPF/WHR should include in the new bylaws the ability for "self-organizing teams" or Committees to be created that are **smaller, more strategic in nature**, and may only operate for 18-24 months and **dissolve based on need.**

For example, IPPF/WHR could establish an Ad-hoc **Strategy Committee** to assist the new Board in providing strategic foresight for the WHR Office to include in the next strategic plan.

2. NETWORK & ORGANIZATION MODEL

INSIGHTS FROM KEY STAKEHOLDERS

Through interviews with Board Members, Executive Directors, Donors, and WHR Staff, we uncovered significant insights about the current WHR network which will help inform the future network design.



SUCCESSSES

What to maintain?

- Partnerships in the network has allowed for strong **impact** and enabled **collaboration** among Member Associations (MAs) in the region. The leadership of the region in the Federation across the strategic framework has been supported by a connecting network and coordination from the center.
- The **role of WHR as a connector**
- MAs, Partners, and WHR are aligned on a **shared mission**.
- The **role of WHR in Resource Mobilization** and new opportunities.
- **Accreditation** process has given **credibility** particularly for donor conversations.

CHALLENGES

What to adapt or improve?

- The current network structure is perceived as **outdated and inflexible** – unable to respond quickly to external shocks in an increasingly volatile environment.
- The current network positions **WHR as a donor in a vertical relationship with the MAs**, when the intent has been to shift the role to be a horizontal partnership. It is important to clarify the role and value proposition of WHR in the network.
- Stakeholders question if the current network structure is designed in a way that sufficiently enables a **concentration on the mission**
- There is **untapped potential to encourage and enable better collaboration** amongst MAs.
- The **accreditation** process is seen as burdensome.

OPPORTUNITIES

What can be implemented?

- **Improved agility and flexibility** in the network
- **Greater cost-efficiency.** “We must analyze what are the strengths at each level and how do we capitalize and leverage our structure and knowledge to be cost effective”
- **Solidarity.** Define an approach which allows us to work in a united way. “We all have a shared vision and mission for the region.” **Partners should have a broader role**, leveraging key capabilities and resources to uplift others.
- **Shifting from members to partners.** Moving from a vertical scheme to a horizontal relationship in how MAs and WHR relate.
- The network must define clear **rules of engagement and ground rules** on specific areas of collaboration.

GUIDING PRINCIPLES TO FUTURE BUSINESS & FUNDING MODEL

Based on ideas generated by the interviews with key stakeholders, WHR leadership and external trends, we have defined the following guiding principles for the future model

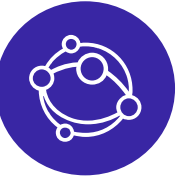
A FUTURE BUSINESS & FUNDING MODEL MUST BE:

Ensuring these guiding principles are embedded throughout the design process – on what success means for the future WHR network model



IMPACT-LED & AGILE

To take an impact-led model which can be agile in addressing change



CONNECTING, ORCHESTRATING, MULTIPLYING & CATALYTIC

Articulate and enhance the connecting and catalytic role and value proposition of the network as a whole



CAPABILITY DRIVEN & PARTNER LEADERSHIP

Leverage innovation and leadership of Partners in the network (e.g., Centers of Excellence)



COLLABORATIVE

To stimulate collaboration among partners



TRANSPARENT, TRUSTWORTHY & ACCOUNTABLE

To be transparent in voluntarily communicating information (e.g., financials) that allows the network to make better decisions and be accountable for determined roles & objectives.



DESIGNED FOR SOLIDARITY

To recognize and embrace the differences among partners



COST-EFFICIENT

To improve synergies and the value for money within the network



FEMINIST

To transform feminist structures and dynamics in the way we work and relate with each other

A NETWORK FOR THE FUTURE ("THE MANDALA")

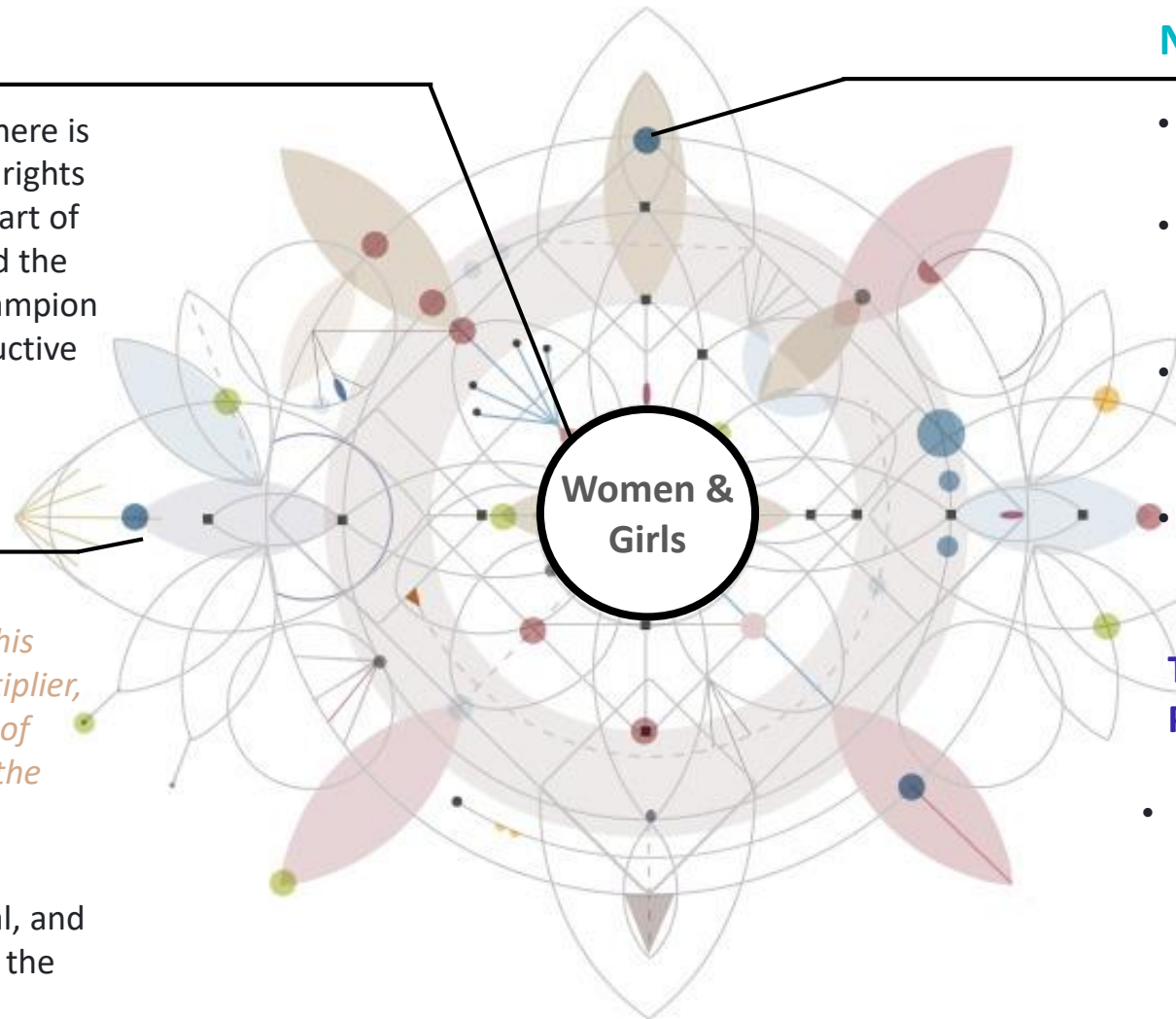
WHR envisions a new, innovative network of leading partners, where women, youth, and the underserved at the center are served by Partners and a connecting WHR fabric

The Mission

- At the center of our network, there is a space filled by the needs and rights of those who we serve. Every part of this network is centered around the singular unifying mission to champion and provide sexual and reproductive health and rights for all.

WHR Network & Office

- A **"connecting"** network to align partners on a shared mission. *"this network as an orchestrator, multiplier, and aggregator, i.e., as a source of innovation and a bridge among the [partners]."*
- The WHR Office would provide coordination, financing, technical, and capacity-building support across the network



Network of Partners

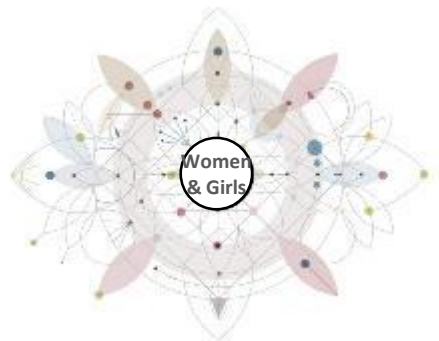
- Our partners are on the front-lines of various "battles" for the SRHR movement
- Providing access to quality SRHR services and promoting advocacy to serve women and girls
- Sharing experiences, best practices and functional capabilities to support the development of the region
- Providing financing and technical support, as able, for other Partners

The Funders and International Platforms Who Support Our Mission

- These funders and international actors support and provide funding for WHR all throughout the network 'at the wings' of the mandala

THREE-WAY VALUE PROPOSITION OF THE NETWORK

Partners can provide significant value back to the overall network of partners, for the collective to drive to a common agenda (work as a platform for growth and impact)



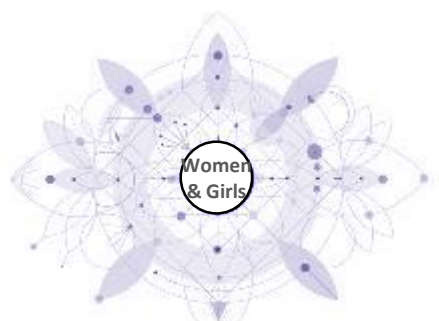
Network to Partner

- Access to funding/grants/loans
 - Capacity building, programmatic technical assistance and organizational strengthening
 - Accreditation/certification which enables greater credibility with donors/population
 - IT systems (Clinics, Accounting, Accreditation)
 - Access to affordable products/commodities
- Leverage of WHR and partner-led research and advocacy
 - Knowledge exchange and brand use
 - Leverage partner-led advocacy
 - Knowledge “sharing” and global centers’ integration



Partner to Network

- Opportunity to participate on governance
 - Access and reach to local population
 - Credibility and legitimacy
 - Joint venture opportunities
 - Partner to Partner collaboration
- Creation of solidarity fund
 - Member recruitment
 - Access to new donors
 - Leveraging partner’s expertise
 - Joint development efforts (fundraising)

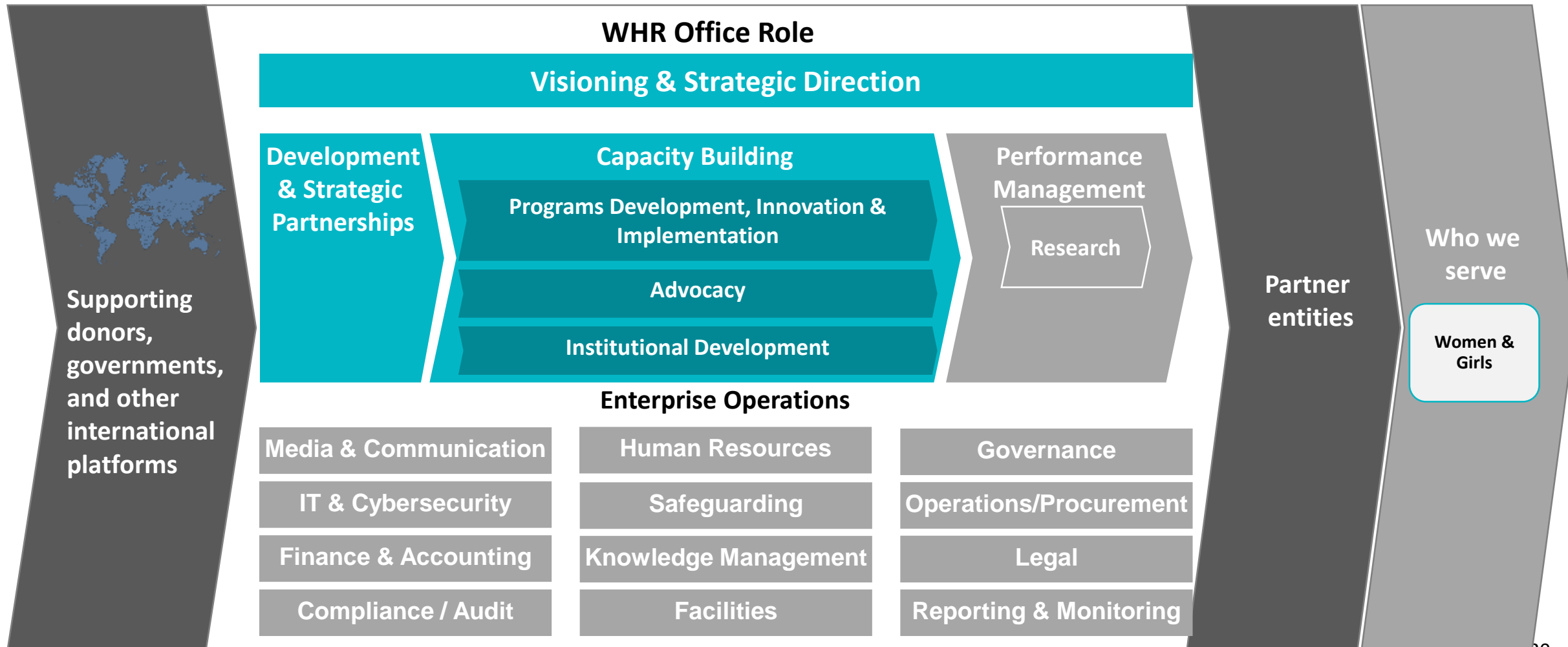


Partner to Partner

- South-to-South knowledge exchange and partner-led training
 - Access to beneficiaries
 - Joint venture opportunities / short term loans
 - South to south knowledge sharing **and partner-led initiatives**
- Linkages with in-country networks
 - Access to loan and other funding sources
 - Leverage Intra-regional opportunities

WHR FUTURE OPERATING MODEL

The future role of the WHR Office is to act as the connector for the network, providing programmatic and financial technical assistance for the partners of the region. There are key areas where the partners could take a leading role, leveraging key capabilities to work with WHR Office and benefit the entire network.



MAXIMIZING THE BENEFITS OF BEING PART OF THE WHR NETWORK ("RULES OF ENGAGEMENT")

Being part of the WHR network comes with a wide variety of benefits. There are opportunities to maximize them.

Development & Strategic Partnerships



1) Fundraising: coordinating across the network to provide an enhanced & coordinated fundraising approach



2) Pursuit of Global awards: streamlined & coordinated approach among partners and WHR Office in order to identify, apply and compete for global awards (e.g. joint effort to pursue global awards)



3) Revenue sharing schemes, joint ventures, and catalytic funding: network-wide opportunity for WHR Office and Partners to shape and lead new ventures in revenue sharing schemes, JVs, and new mechanisms for financing.



4) Solidarity Fund: opportunity for voluntary partner contributions & solidarity fund oversight committee to grow the impact and sustainability of the overall WHR network.



5) Investment Plan: A collaborative approach to define a 3 year investment plan, looking at key investments needed

Capacity Building



6) Programmatic technical assistance (e.g., South-to-South) – coordinated activities on development and support on programs to the network (e.g. Hub/center of Excellence (CoE) for comprehensive sexual education)



7) Moving the Agenda – content development & sharing effort to advocate/defend the mission for better SRHR across the region (e.g., coordinating key thematic messaging)



8) Partner-to-partner functional support – IT Support, Finance and Compliance/Standards support among partners



9) Social enterprise development & management – overall support to innovate, manage and streamline partner's organization

1) FUNDRAISING (INDIVIDUAL DONOR MARKETS)

For each area, ground rules must be defined to maximize the benefits of being part of the WHR network



RECOMMENDED WAYS OF WORKING

- Partners must consult with WHR Office on **any planned individual fundraising activities outside of the partner's country**, so the WHR can coordinate efforts as needed.
- If a partner wishes to fundraise in another partner's country, they **should define a revenue-sharing approach** (e.g., a % of fundraising revenue is shared to the local partner).
- If a partner wishes to **fundraise in the US/Canada individual market**, they must **consult with the WHR Office** to coordinate these efforts and define a **revenue-sharing approach** back to the Network (e.g., a % of fundraising revenue is shared back to the WHR funding pool for the Network).

BENEFITS

- Improve coordination and transparency for fundraising efforts within the network
- Greater fundraising efficiencies and collaboration through joint go-to-market and shared efforts & resources (between partner & WHR; between partners)
- Increase potential for new revenue sources
- Avoid diluting of WHR network brand

CHALLENGES/ CONSIDERATIONS

- It will be imperative to define the right guidelines and proposed revenue-sharing scheme for different fundraising scenarios.

RACI MATRIX

No.	Activity	WHR Office	Partners
1	Develop overall WHR fundraising strategy and coordinate initiatives across geos.	R, A	C, I
2	Develop and maintain the Partner's own individual fundraising plan (in-country)	I	R, A
3	Develop and maintain the Partner's own individual fundraising plan (out-of-country)	C, I	R, A
4	Define the revenue-sharing guidelines for individual fundraising out-of-country	R, A	C, I
5	Collect, allocate and disburse the revenue-sharing funds back to the network	R, A	C, I

*Note: individual donors fundraising is defined as raising money from the general public, which largely means donations from individuals, workplaces, communities or families. This includes donors at all levels of support (\$1 - 1M+). The method of giving varies from simple low-dollar cash contributions and digital transactions to more complex gifts from family foundations, donor advised funds, workplace matching grants, third-party fundraising mechanisms, events, trusts and estates.

2) GLOBAL AWARDS PURSUITS

For each area, ground rules must be defined to maximize the benefits of being part of the WHR network



RECOMMENDED WAYS OF WORKING

- Partners are encouraged to pursue global awards and new opportunities with both international and domestic donors. However, in the spirit of “One Network,” Partners must consult with WHR Office on **any planned global awards pursuits and global bids which are concerned with a larger region than just the Partner’s geography**, so the WHR can coordinate efforts with the rest of the network as needed. (e.g., avoiding cases where 2 Partners are unknowingly competing against each other)
- Additionally, WHR Office would define a set of donors for which they are the acting account manager. Partners can work with the WHR Office to get connected, but are requested to keep WHR Office informed of major developments.
- Partners seeking WHR Office support for large bids may work with the WHR Development & Strategic Partnerships team.

BENEFITS

- Stronger transparency, coordination and collaboration (share of effort & resources) for the network players in pursuing large global awards and donor engagement.
- Ensure there is a primary “source of truth” for understanding the conversations and initiatives occurring at each major donor account and reduce risk of disorganized engagement.
- Connector/ Convener

CHALLENGES/ CONSIDERATIONS

- Informing WHR Office of intended award pursuits does not mean that Partners must necessarily include other Partners in their bid. The discussion with WHR would seek to understand if there is a value to bring in other Partners (and if other Partners independently are interested in the same bid, then WHR may direct them to discuss with the primary Partner).

RESPONSIBILITY ASSIGNMENT MATRIX (“RACI”)

No.	Activity	WHR Office	Partners
1	Develop overall WHR development & strategic partnerships plan and coordinate initiatives across geos.	R, A	C, I
2	Identify & pursue own programmatic opportunities with donors/large awards. (where awards are only concerned with Partner's geography)	I	A, R
3	Identify & pursue own programmatic opportunities with donors/large awards. (where awards are concerned with the region beyond Partner’s geography)	C, I	A, R
4	Account management for large WHR donors	R, A	I
5	Support Partner requests for supporting pursuit of large global awards (dependent on WHR capacity)	R, A	I

3) REVENUE SHARING SCHEMES, JOINT VENTURES, AND CATALYTIC FUNDING

For each area, ground rules must be defined to maximize the benefits of being part of the WHR network



RECOMMENDED WAYS OF WORKING

- **WHR Office would continue to centrally explore new network opportunities for revenue sharing schemes & joint ventures opportunities** where Partners can take on a stake of risk, implementation cost, and revenue return.
- Partners are also encouraged to work with WHR Office in launching a **strategic and cross-border revenue-sharing, joint venture, or catalytic funding opportunity** which other partners could benefit from.
- The **WHR Office can coordinate efforts and support the development/launch** of Partner-led revenue sharing schemes, joint ventures, and catalytic funding opportunities that will be to the benefit of the entire network.

BENEFITS

- Leverage competitive advantage and collective bargaining value proposition of having all the partners on the network
- Promotes and encourages cooperation and collaboration among the network
- Support risk-sharing and revenue-sharing schemes

CHALLENGES/ CONSIDERATIONS

- WHR Office needs to evaluate and intervene in any partnership that may harm the operation of a partner
- It will be imperative to evaluate any legal implication/restriction to the partnership

RACI MATRIX

No.	Activity	WHR Office	Partners
1	Identify and evaluate joint venture and revenue-sharing opportunities (Partner led)	C, I	R, A
2	Elaborate business case, design and launch new opportunity (Partner led)	C, I	R, A
3	Identify and evaluate joint venture and revenue-sharing opportunities (WHR led)	R, A	C, I
4	Elaborate business case, design and launch new opportunity (WHR led)	R, A	C, I
5	Negotiate & approve terms and agreement of the partnership	R, A	C, I
6	Monitor performance and maintain/terminate any joint venture agreement	R, A	C, I

4) SOLIDARITY FUND

For each area, ground rules must be defined to maximize the benefits of being part of the WHR network



RECOMMENDED WAYS OF WORKING

- Partners that are in the process of achieving or have achieved financial sustainability would provide a voluntary **solidarity contribution** for the services and programmatic technical assistance provided by the network (e.g., strategic development and partnerships, governance, capacity building, advocacy, programmatic support, IT, etc.)
- The funds raised from partners' contributions would be administered by a "**Solidarity Fund Oversight Committee**" which may directly redistribute to the region to uplift and support the rest of the network.
- Partners who are closer to achieving financial sustainability would be encouraged to contribute a greater percentage than those who are still in growth phase.
- This represents a cultural change from today to tangibly put the principle of solidarity into effect.

BENEFITS

- New revenue source for the network funding pool to strengthen and uplift the smaller partners or to fund specific programs and initiatives.
- Promotes and encourages cooperation and collaboration among the network.
- Recognize the value and the services provided by the network and WHR office.

CHALLENGES/ CONSIDERATIONS

- It will be imperative to determine the segmentation among the partners and the contribution level. For partners who are graduating from receiving funds to contributing funds, the value proposition must be very clear

RACI MATRIX

No.	Activity	WHR Office	Partners
1	Determine initial segmentation and corresponding contribution level of the partners	R, A	C, I
2	Determine the allocation of the funds contributed back to the network	R, A	C, I
3	Provide a solidarity contribution for funding the WHR network and office	A, C, I	R

5) INVESTMENT PLAN

An Investment Plan would provide WHR and the Partner a clear understanding of how the Partner aims to advance sustainability. All Partners would be required to develop an Investment Plan as a pre-requisite to receive WHR funds.



RECOMMENDED WAYS OF WORKING

- All Partners would be requested to develop a structured **3-year investment plan** as a new **prerequisite** to access future WHR funding
- In their investment plans, Partners would aim to describe key investments needed, such as in personnel, systems, fundraising, and other organizational capacities to **improve/achieve sustainability**
- This approach enables a more data-driven, needs-based, and tailored approach to funding – and invites Partners to work with WHR as co-investors and collaborators rather than donors.

BENEFITS

- Clear view of the investments needed for each Partner to achieve sustainability
- Greater clarity on how much flexible funding is used for “survival”, while encouraging catalytic investments
- Encourage more diversified fundraising and co-investments from other donors

CHALLENGES/ CONSIDERATIONS

- The development of each Partner’s investment plan would require robust financial skills from Partners and WHR’s staff
- It’d be necessary to investment on training and would increase the demand on technical support from the WHR office

RACI MATRIX

No.	Activity	WHR Office	Partners
1	Determine initial model of Investment Planning for each segment	R, A	C, I
2	Define a 3-year investment plan for each Partner	C, I	R, A
3	Revise and approve investment plan and baseline for future flexible funding	R, A	C, I

6-9) PROGRAMMATIC ASSISTANCE, MOVING THE AGENDA, FUNCTIONAL SUPPORT, AND SOCIAL ENTERPRISE DEVELOPMENT

For each area, ground rules must be defined to maximize the benefits of being part of the WHR network



RECOMMENDED WAYS OF WORKING

- The future model would empower **Partners to take a leading role or develop a Center of Excellence (COE)**:
 - **Various programmatic functions (South-South)** (e.g., COE for comprehensive sexual education, etc.)
 - **Advocacy** (e.g., coordinating key thematic messaging and supporting network partners in building capacity, sharing tools/assets, etc.)
 - **Functional Support** (e.g., IT Support, Finance, etc.)
 - **Social Enterprise Support** (e.g., supporting other Partners strengthen social enterprise efforts).
- **All Partners would collaborate with a new WHR Office Knowledge manager** to help break down information silos, share and exchange key information.
- **All Partners would work with WHR to accelerate new ideas & innovations**, test models and methodologies, and define big bets for the future of the network.

BENEFITS

- Opens the door for horizontal and decentralized “Centers of Excellence” led by Partners and supported by the WHR Office as a public good for the network.
- Promotes and encourages cooperation, collaboration, innovation, and knowledge exchange for greater network efficiencies.

CHALLENGES/ CONSIDERATIONS

- Important to define if Partner-led COEs could define a “pay-for-service” model when utilized by other Partners. Or if the COE lead receives some compensation in the WHR funding model.

RACI MATRIX

No.	Activity	WHR Office	Partners
1	Continue to provide overall support to partners on Development & Strategic Partnerships, Capacity Building, Advocacy, Social Enterprise, etc..	R, A	C, I
2	Identify COE gaps and opportunities for Partners to step up. COE Selection.	A	R,C,I
3	Partner volunteers, launches and maintains a new COE for the network.	C, I	R, A
4	Partner defines a business/funding model as appropriate for the COE	C, I	R, A
5	Provide COE ongoing support and services to partners	C, I	R, A

3. FUNDING ALLOCATION MODEL

FUNDING MODEL: INSIGHTS FROM KEY STAKEHOLDERS

Through interviews with Board Members, Executive Directors of Member Associations, Donors, and Regional Office Staff, we uncovered significant insights about the current model which will inform the future allocation model design.



SUCSESSES

- Increased potential of impact, providing resources and collaboration among MAs
- Global network and reputation value
- Accountability standards and performance metrics
- Provides resources to advance in advocacy movement
- Stability of funding and solidarity that allows some MAs to survive
- Being able to respond to crisis and humanitarian situations

CHALLENGES

- Allocation of core grant is outdated and it is not flexible
- Insufficient alignment with the mission and core values
- The model needs to consider MA's capacity for growth and the real need for funding and services
- The model keeps MAs in comfort zone and increases the dependency on core grant
- Entitlement – does not provide the right incentive to innovate and to improve organizational skills (financial, strategic, innovation, expertise)
- The model does not offer sufficient incentive to perform
- The funding structure is costly and vertical

OPPORTUNITIES

1. Refresh the organizational brand and how does that cascade down to Partners
2. Funding could have different approaches based on needs for capacity building, sustainability and impact
3. Funding for Partners could be at the intersection of access, quality and needs
4. Understand the capacities needed to manage the new funding strategies
5. Improve communication among the network and leverage the skills each Partner has to offer
6. Support the creation of social enterprises, joint venture schemes, and/or revenue sharing schemes among Partners
7. Opportunities for innovation & doing things differently while aligned with the mission and moving a common agenda forward

GUIDING PRINCIPLES TO FUTURE BUSINESS & FUNDING MODEL

Based on ideas generated by the interviews with key stakeholders, WHR leadership and external trends, we have defined the following guiding principles for the future model

A FUTURE BUSINESS & FUNDING MODEL MUST BE:

Ensuring these guiding principles are embedded throughout the design process – as what success means for future WHR network model



IMPACT-LED & AGILE

To take impact-led approach and agility in addressing change



NETWORK-LED

Enhance the value proposition and growth of the network as a unit



CAPABILITY DRIVEN

Leverage innovation among current network (hubs, CoE, fundraising)



COLLABORATIVE

To stimulate collaboration among partners towards the same mission



TRANSPARENT, TRUSTWORTHY & ACCOUNTABLE

To have a clear understanding of the role of each partner to the network



DESIGNED FOR SOLIDARITY

To recognize and embrace the differences among partners



MODERN, LEAN & SELF-IMPROVING

To be committed to change and continuous improvement



REWARD PERFORMANCE

To be committed to improvement and reward Partners based on achievements

FUTURE FUNDING MODEL: KEY TRANSFORMATIONS

WHR has an opportunity to design a diverse, agile, and adaptive funding model which moves Partners from reactive recipients of funding ... to proactive and catalytic collaborators in the future network.



1. COLLABORATIVE, LONG-TERM INVESTMENT PLANNING

Similar to other INGO leaders, WHR can work collaboratively with its Partners to define a 3-year investment plan, looking at key investments needed in personnel, systems, fundraising, and other organizational capacities to achieve growth & sustainability. This investment plan allows WHR to co-invest with Partners on key growth areas, and develop a shared vision of Partner co-funding from other donors.



2. A SEGMENTED AND NEEDS-BASED APPROACH TO FINANCING

The vast diversity in WHR's network means there is a huge range in the financing needs of Partners. Some Partners need funding to 'survive': paying staff, keeping clinics open, etc. Some Partners use WHR funding to launch impactful programs and campaigns that they would not have otherwise been able to do. We recommend a segmentation strategy which focuses on financial risk & need, in order to design a more tailored and needs-based funding relationship with each segment.



3. GROWTH & DIVERSIFICATION OF TARGETED FUNDING MECHANISMS TO PROGRESSIVELY GRADUATE FROM CORE FUNDING

WHR has the opportunity to develop a rich suite of new financial vehicles which can provide (1) flexibly serve the different needs of the Partners, (2) gradually shift the dependency and focus away from "core funding" handouts, and (3) encourage catalytic and multiplier uses of funding such as capacity building or social enterprise.



4. SOLIDARITY FUND

For the past few years, a powerful rallying cry has been for "solidarity" – the belief that no one should be left behind, and the recognition that larger Partners are in a position to help uplift the rest of the network. We recommend the development of a Solidarity Fund for larger Partners to help fund those Partners in the network who are most vulnerable.

1) INVESTMENT PLANNING

Investment planning would be a requirement for all partners wishing to receive WHR funding. It would provide WHR and the Partner a clear understanding of how the Partner aims to advance sustainability.



Long term investment planning

DESCRIPTION

Detailed 3-year investment plan required for Partners to access WHR financing.

HOW DOES IT WORK?

- **Intent.** As a new prerequisite to access future WHR funding, all Partners would be requested to develop a structured 3-year investment plan describing a financial strategy on how to improve/achieve sustainability (*sustainability includes: financial sustainability, mission sustainability, and enabling catalytic support for the network*)
- **Key elements.** In their investment plans, Partners would aim to describe key investments needed in personnel, systems, fundraising, and other organizational capacities to improve/achieve sustainability
- **How will it be used?** Investment plans would offer greater insight into Partner needs and their envisioned path to sustainability. With this improved understanding, these tools also enable WHR to better consider the level of co-investment needed for each Partner to achieve their sustainability goals. This approach enables a more data-driven, needs-based, and tailored approach to funding – and invites Partners to work with WHR as co-investors and collaborators rather than donors.

EXPECTED OUTCOMES

Clear view of the investments needed for each Partner to achieve sustainability

Greater clarity on how much flexible funding is used for “survival”, while encouraging catalytic investments

Encourage more diversified fundraising and co-investments from other donors

2) CONSIDERING A NEEDS-BASED SEGMENTATION

We developed a segmentation approach for the funding model based on the Partners' level of dependency on IPPF Unrestricted Funding. This approach could be refined by including the Partner's resilience/financial risk categorization

SEGMENTATION BASED ON CURRENT DEPENDENCE

- This segmentation suggests a simplified indicator to understand the funding needs and risks for a diverse range of Partners.

$$\frac{[\text{Amount of Unrestricted Funds from IPPF}]}{[\text{Amount of Total Unrestricted Funds}]}$$

- This indicator represents the extent to which various Partners depend on IPPF & WHR to provide working capital and operating cash flow to pay for 'lifeline' functions, pay personnel, keep clinics open, etc.
- Specific segments of "Seed", "Growth", and "Sustainable" are outlined to the right.

DIFFERENT FUNDING MIXES FOR DIFFERENT SEGMENTS

- The future funding model would open some specific funds for only the most vulnerable 'Seed' and 'Growth' Segments (e.g., flexible funding)
- WHR could develop expected profiles for the funding mix of each segment to design for segment's needs.



SEED

Over 50% dependency

Currently represented by
5 Partners



GROWTH

**Between 20 and 50%
dependency**

Currently represented by
12 Partners



SUSTAINABLE

**Less than 20%
dependency**

Currently represented by
13 Partners

Note: Alternatively, the level of unrestricted dependency could be incorporated (and heavily weighted) into WHR's current resilience/financial risk segmentation, which currently focuses on elements, including: profitability, solvency and liquidity levels.

3) A DIVERSIFIED FUNDING PORTFOLIO

The future funding model aims to provide more diverse and targeted avenues for Partners to access financing across Restricted, Unrestricted, and Repayable Financing categories.



RESTRICTED FUNDING would continue to fund restricted projects for WHR Partners. In the future-state, WHR should continue to purposefully invest and grow this segment, and support Partners who can autonomously pursue donor development.



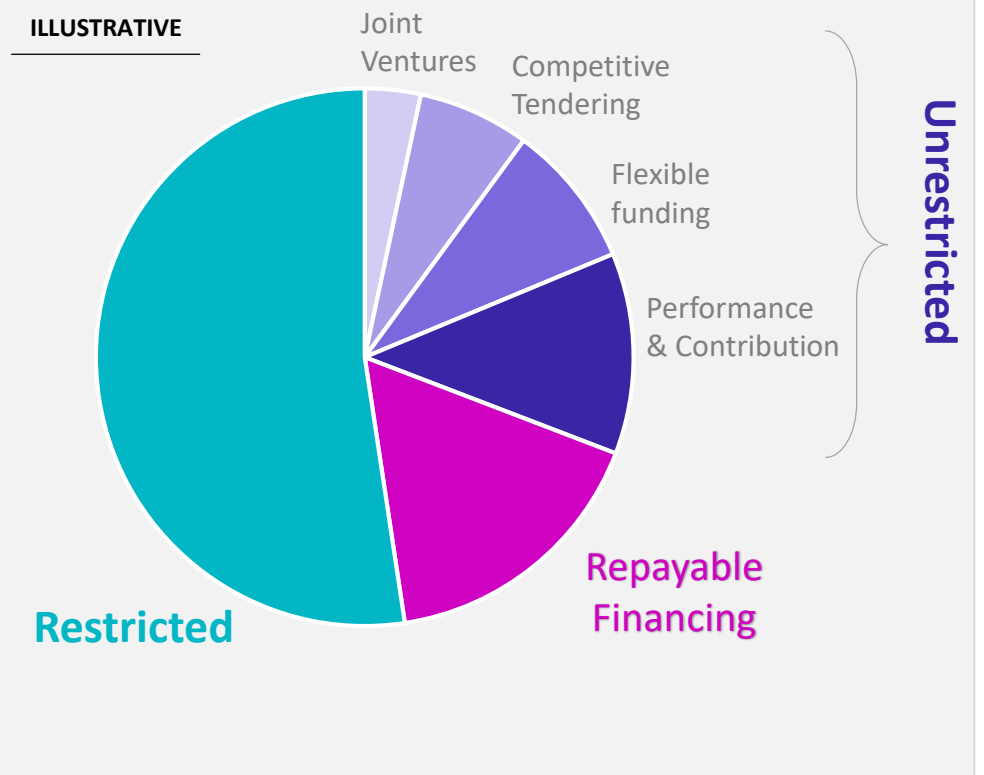
REPAYABLE FINANCING could expand from the current \$1million Endowment Fund for Sustainability (EFS) to include additional low-interest and zero-interest loans programs to increase working capital to support the sustainability of social enterprise models for Partners on a repayment basis.



UNRESTRICTED FUNDING was historically focused on Core Funding and awarding competitively-selected grants through Capacity Building Fund (CBF)/ South-to-South.

Unrestricted funding of the future would aim to shrink Core Funding to a smaller pool of “Flexible Funding,” primarily to support lifeline operations for the smallest (seed) Partners & emerging (growth) Partners. It would proportionally at the same time increase the share of competitive tendering, performance and joint ventures.

WHAT COULD THE FUTURE FUNDING MODEL LOOK LIKE?



RESTRICTED FUNDING



More than USD 7.8 Million is currently distributed each year on restricted funding

PURPOSE

- This financing channel allows Partners to deliver projects driven by donor preferences and needs of the countries. The challenge with restricted funding is that many donors don't cover office costs.

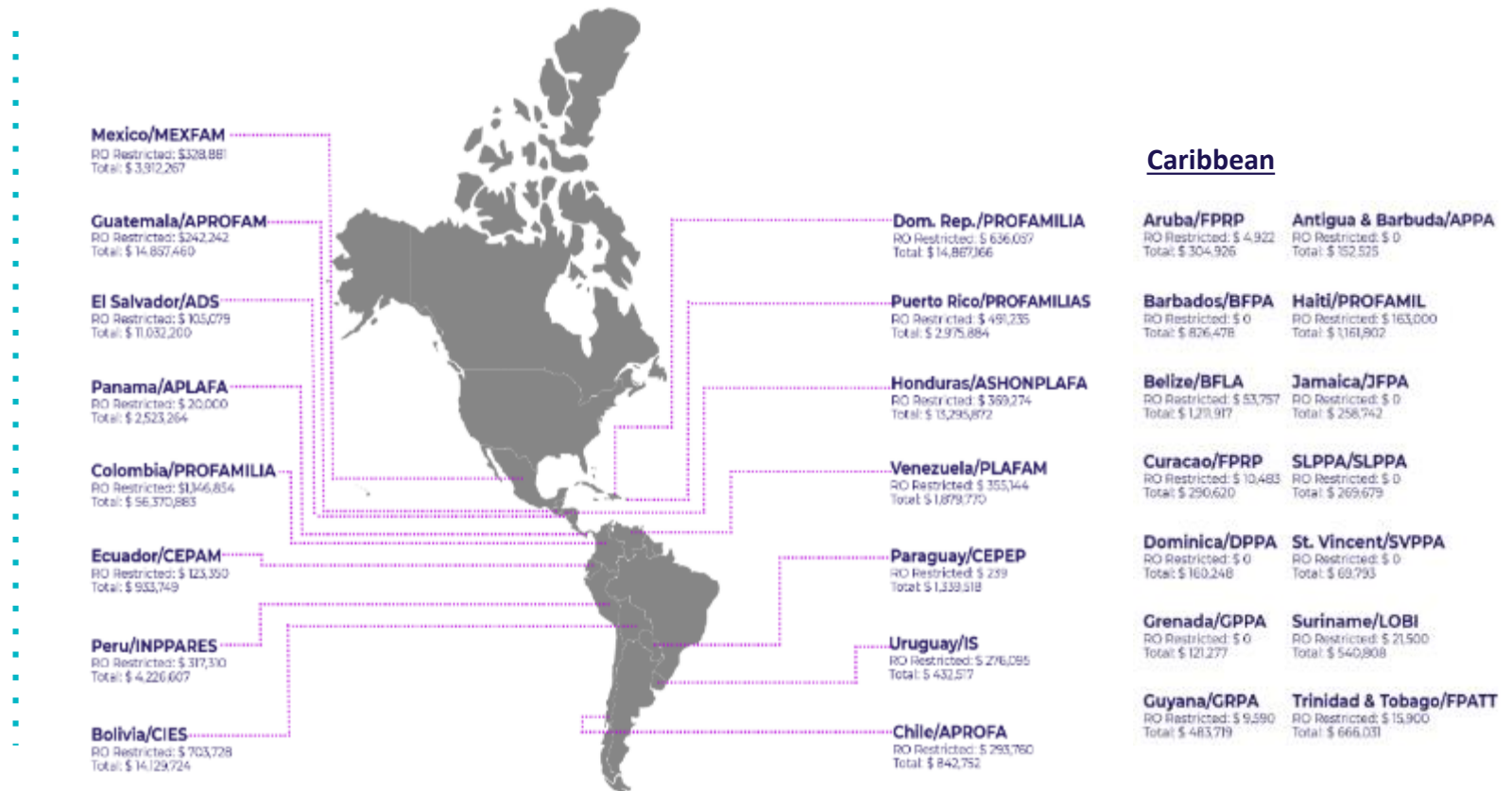
CHANGES FOR THE FUTURE

- Position for growth, including continuation to increase and diversify donor relationships
- Partners are encouraged to also actively pursue awards and new opportunities where WHR can coordinate efforts across the region
- Exploration of "Social Innovation Fund" sponsored by 1-3 foundation donors
- Build in support for social enterprise earned income models as a means for sustaining restricted projects once they come to a close

WHAT STAYS THE SAME

- How Partners engage with WHR development & strategic partnerships unit to pursue awards

CURRENT RESTRICTED FUND DISTRIBUTION*



Note: The idea is to capitalize on restricted funds to finance existing costs of Social Enterprise models, with the framing that this model will generate profit to help Partners cross-subsidize the costs of that project once restricted funding ends.

[*] "Total" on the map refers to "total income"

REPAYABLE FINANCING

WHR's Repayable Finance offers loans with competitive interest rates to strengthen the institutional capacity of Partners related to sustainability and social enterprise

PURPOSE

- This financing channel serves the needs of those partners seeking emergency funding and seed/startup funding for social enterprise endeavors and could grow to include capital to scale.
- E.g., the Endowment Fund for Sustainability (EFS) has been used to assist emergencies for the Haiti earthquake

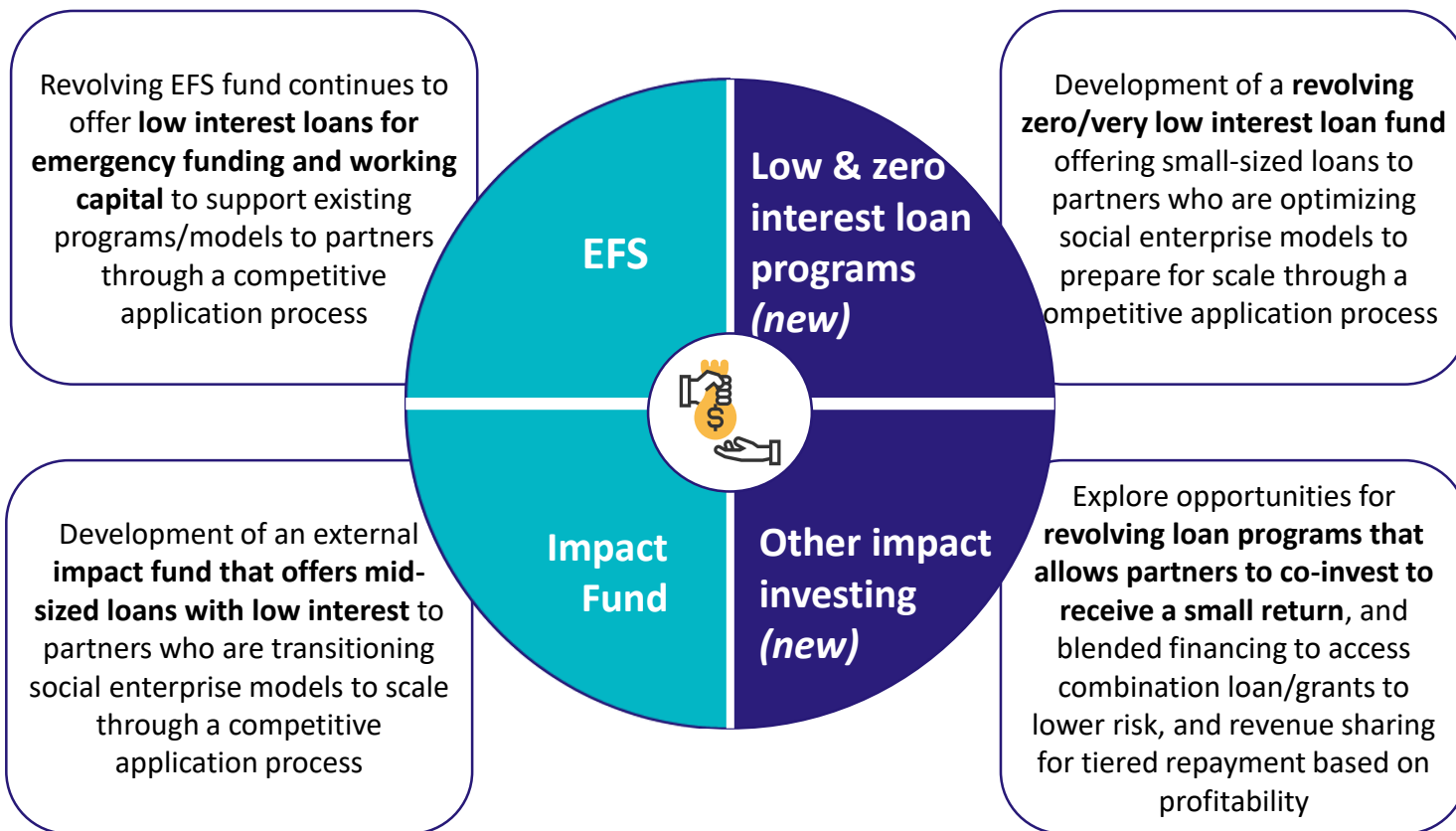
PAST SUCCESSES FOR EFS

- The **only collateral has been the core grant** (good faith loans) and the interest goes back into the loan fund
- The **requests always exceed WHR's ability** to loan and has a **strong history of repayment**
- **Competitive interest rates** (6.26% average) are comparable or often lower than regional commercial banks
- From 2002 to 2019 WHR loaned an aggregate of **\$4.37 million to 17 MAs** at an average loan size of \$165k USD, generally for terms of two years or less

SUCCESSES: EXPLORATION OF IMPACT DEBT FUND

- Board commitment of \$600,000 to serve as first loss for a debt funding mechanism, to attract other investors .
- Have been receiving positive interest from investors and foundations who are increasingly interested in impact investing mechanisms

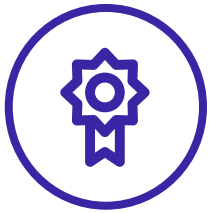
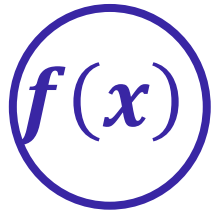
FUTURE STATE: REPAYABLE FINANCING



UNRESTRICTED FUNDING: 4 KEY ELEMENTS

The future funding allocation elements for unrestricted funding would have an opportunity to go beyond core funding and provide a suite of tailored and flexible channels to access finance.

FROM WHAT PARTNERS CURRENTLY EXPERIENCE AS “CORE GRANT”..... TO A FUTURE STATE INCORPORATING A FLEXIBLE MIX OF:



1 Flexible funding

To reduce the historical core funding pool and focus on providing ‘lifeline’ support for Seed and Growth Partners

2 Performance & Contribution

To reward Partner performance and leadership in the region for delivering impact with scale and quality

3 Competitive tendering

To grow opportunities for Partner access to financing through WHR’s competitively tendered open calls

4 Revenue sharing schemes/joint ventures

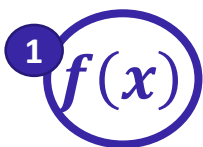
To establish specific programs for Partner co-funding and revenue sharing (e.g., Innova)

Four Funding mechanisms tailored for specific segments of the WHR partner network

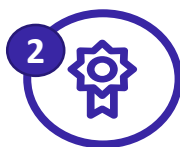
UNRESTRICTED: FUNDING ALLOCATION ELEMENTS



Each element serves a different objective to support the Partners on delivering high quality impact considering their capacities and maturity level



Flexible Funding



Performance & Contribution



Competitive Tendering



Revenue sharing schemes/joint ventures

Objective	To “keep the lights on” and support the survival of the most dependent Partners	To reward performance on services delivered, advocacy, and quality & recognize leadership in the region	To promote essential growth and capacity building for the network	To join in shared growth through Social Enterprises and joint ventures
Segmentation Criteria	<ul style="list-style-type: none"> Above 20% of dependency on Core Grant for total unrestricted fund (growth and survival group) 	<ul style="list-style-type: none"> All Partners are eligible 	<ul style="list-style-type: none"> All Partners are eligible (according to programs) 	<ul style="list-style-type: none"> All Partners are eligible (likely the more mature Partners leading new JV schemes)
Allocation Criteria	<ul style="list-style-type: none"> Allocated according to needs and path to sustainability described in the long term investment plan 	<ul style="list-style-type: none"> Quantity and quality of services delivered according to the strategic framework 	Open calls for funding across: <ul style="list-style-type: none"> South-to-South Capacity Building Fund Social Enterprise Incubation & Acceleration 	<ul style="list-style-type: none"> Partners investing in JVs could benefit from corresponding equity stakes.
Allocation Distribution*	Approximately \$ 1.3m to help small Partner survival (20-35%)	Growth of this segment as much as possible. (30-50%)	Maintaining current levels in immediate post-separation and then focus on growth (25-30%)	Segment which is small now but important for future growth (5%)

4) SOLIDARITY FUND

Our fourth recommendation looks at the development of a “Solidarity Fund” whereby more mature Partners can financially support and uplift more vulnerable Partners ... growing “impact without borders”



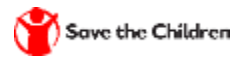
WHAT IS IT AND WHY DO IT?

The Solidarity Fund is a voluntary contribution fund to uplift and support the rest of the network. For the past few years, a powerful rallying cry has been for “solidarity” – the belief that no one should be left behind, and the recognition that larger Partners are in a position to help uplift the rest of the network.

HOW DOES IT WORK?

- **Who contributes?** Partners that are in the process of achieving or have achieved financial sustainability would be encouraged to provide a tiered voluntary contribution to the Solidarity Fund.
- **How is it administered?** Contributors to the Solidarity Fund and a select number of the recipient Partners would form a Solidarity Fund Oversight Committee to agree on allocation of funds (e.g., flexible funding or other WHR financing channels).
- **How is this later allocated to partners?** The funds raised from the Solidarity Fund can be directly redistributed to either the overall Partner funding pool to strengthen and uplift the smaller partners or to fund specific programs and initiatives.

WHO ELSE DOES THIS?



WHAT DOES IT LOOK LIKE FOR A SEED & GROWTH PARTNER?

WHAT DO I RECEIVE ANNUALLY?

- First, I develop/refresh my organization's long-term **investment plan** with the input & support of WHR to be eligible to access WHR's suite of financing vehicles.
- **Flexible Funding.** Based on my investment plan, WHR would co-invest with me to fund critical operations. In early years my needs would be more substantial, but my investment plan would demonstrate how I gradually reduce my dependence on flexible funding by making key investments in social enterprise and my sustainability through other mechanisms.
- **Performance & Contribution Fund.** I receive a performance bonus based on my improved impact & sustainability from the past year.



WHAT DO I APPLY FOR?

- **Capacity Building Fund.** Based on my investment plan, I outline the capabilities that are critical for having greater impact and/or approaching sustainability. These capabilities will shift over time.
- **Social Enterprise Incubation.** I identify a market opportunity that I want to grow, so I apply to incubate this idea and receive seed funding to pilot it.
- **Repayable Financing/ Loans.** After I have piloted my idea and proven a concept, in later years I apply to optimize or transition this model to scale by accessing a no interest or low interest loan.

WHAT DO I JOINTLY DEVELOP WITH WHR?

- **Restricted Funding.** I collaborate with WHR to develop new opportunities for donor funding – leveraging the relationships, capabilities, and standing of the network to grow my programmatic portfolio.

WHAT DOES IT LOOK LIKE FOR A SUSTAINABLE PARTNER?

WHAT DO I RECEIVE ANNUALLY?

- First, I develop/refresh my organization's long-term **investment plan** with the input & support of WHR to be eligible to access WHR's suite of financing vehicles.
- **Performance & Contribution Fund.** I receive a significant performance bonus based on my leadership in the region, and improved impact from the past year.



WHAT DO I JOINTLY DEVELOP WITH WHR?

- **Restricted Funding.** I collaborate with WHR to develop new opportunities for donor funding – leveraging the relationships, capabilities, and standing of the network to grow my programmatic portfolio.
- **Joint Ventures.** I want to buy into a stake of a new JV that WHR is leading- taking on some of the risk and investment, but also some of the revenue.
- **Solidarity Fund.** I jointly develop and contribute to the Solidarity Fund together with other Sustainable Partners to support the rest of the network.

WHAT DO I APPLY FOR?

- **Capacity Building Fund.** Based on my investment plan, I outline the capabilities that are critical for having greater impact. These capabilities will shift over time.
- **Social Enterprise Incubation.** I identify a market opportunity that I want to grow so I apply to incubate this idea and receive seed funding to pilot it.
- **Repayable Financing/ Loans.** After I have piloted my idea and proven a concept, in later years I apply to optimize or transition this model to scale by accessing a no interest or low interest loan.