



# YEARS of COLLABORATION

for Just and Inclusive Systems

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# MESSAGE FROM CO-IMPACT'S BOARD CO-CHAIR



# As a philanthropist committed to creating sustainable change,

I've found that no one intervention, organisation, or solution can ever do enough to meet the glaring development challenges that exist globally. The problems we face are complex, widespread, and ingrained within every system and sector of society and, thus, require collective action.

Through the model of collaborative philanthropy, Co-Impact has brought together some of the world's most insightful, forward-thinking philanthropists, experts, and advisors with a shared vision for building just and inclusive systems. I'm delighted to be part of this community and honoured to serve as the inaugural Co-Chair of the Board of Directors.

Over the last five years, Co-Impact has made bold investments that are scaling impact in communities around the world. Through the support of our funding partners and the vital work of our program partners, we are already changing millions of lives for the better by tackling inequalities in economic, health, and education systems across Africa, Asia, and Latin America.

One year on from the launch of the Gender Fund, we've made significant strides in mobilising resources to empower women and girls across the Global South. It's inspiring to see the unwavering commitment of the collaborators who have joined us in our vision. Despite this progress, we recognise that we are just at the start of our journey towards true gender equality. We remain steadfast in our resolve to continue pushing for a more equitable future for all.

I'm excited for the next phase of our journey as Co-Impact becomes a fully independent organisation, and I look forward to seeing the outcomes of our investments. On behalf of the Board of Directors, I recognise and appreciate the individuals and organisations who have been instrumental in getting us this far – our partners, advisory boards, leadership, and dedicated staff – and I have great hope for what we will achieve in the future!

Tsitsi Masiyiwa

# MESSAGE FROM ... CO-IMPACT'S FOUNDER AND CEO

# The past five years have been all about community.

The idea of coming together to connect, learn, and take action around shared values and a shared vision has been foundational to Co-Impact's approach towards building a more just and inclusive world.

We need collective action to tackle broken systems, discrimination and injustice, and at the center of this have been our program partners and the communities they serve. The initiatives we're supporting across Africa, Asia, and Latin America are working to make systems more just and inclusive and laying the pathways for millions of women to exercise power, agency, and leadership at all levels. I hope this report gives a small flavor of this work through the stories of our program partners – and look forward to sharing many more, as the vision and goals of our program partners are realized.

We're also thrilled to be working with a growing group of funding partners who believe fundamentally in philanthropy's potential to do more and do better in creating a just world. By pooling resources, we are able to provide larger, longer-term, flexible funding and support so program partners can create lasting change at scale. And we will continue to work collaboratively with this group and others to influence philanthropic giving and grow the



I'm so grateful for the global collaborative of locally-rooted organizations and their coalition partners, philanthropists, activists, and many other friends and advisors who have joined us over the last five years; and thankful for the many consultations, conversations, and ideas shared by so many of you. None of this would have been possible without each member of our community – and without our incredible team, whom I am grateful to learn from, work with, and feel inspired by every day. We look forward to continuing to build deeper partnerships and alliances over the next five years.

We've achieved some important milestones and I'm energized and hopeful for the future. I'm confident that, together, this community will contribute to creating a better world for those who come long after we are gone.

Olivia Leland



# Co-Impact at a Glance

We envision a world where all people can live fulfilling lives, where systems and societies are just and inclusive.

Millions of people are adversely affected by unjust systems and unequal distribution of power in society.

Founded in 2017, Co-Impact harnesses the power of collaborative philanthropy to build just and inclusive systems. Co-Impact brings together philanthropists, foundations, and private sector partners to pool resources and invest in locally-rooted initiatives that are tackling the root causes of inequities in health, education, and economic systems to create deep and lasting change for millions.

We stand for **gender equality**, where all women have the opportunity to exercise **power**, **agency**, **and leadership** at all levels.



<sup>\*</sup> Co-Impact uses the terms 'woman', 'women and girls' and 'gender' throughout to be inclusive of people across the gender equality through an intersectional approach that is inclusive of race, caste, class, sexual identity, disability, and other contextual markers of discrimination and exclusion.

# Our Beginnings

Co-Impact was conceived from the firm belief that philanthropy can do more good in the world.

Having worked in the philanthropic, public and nonprofit sectors for over two decades, Co-Impact's Founder and CEO, Olivia Leland was on a mission to answer one key question:

# "How could philanthropy more effectively contribute to systemic, enduring change?"

For three years, Olivia dedicated herself to deeply understanding the issues associated with achieving impact at scale. She gathered perspectives from philanthropists, activists, government officials, academics, and social change leaders from around the world. These discussions helped shape new ideas on how philanthropy could collectively catalyze scalable solutions for pressing problems. With incubation support from The Rockefeller Foundation and funding from a few initial partners, Olivia and a small team launched Co-Impact in 2017. In 2022 Co-Impact became an independent entity.

# Our Values

- Be outcomes-focused for meaningful, lasting, and inclusive impact.
- Be program partner- and community-centered.
- Bring a **beginner's mind** with a willingness to challenge assumptions and continually learn and adapt.
- Draw from unity in diversity

   recognizing that our work
   is stronger when informed by
   different perspectives, especially
   from people who have been
   historically excluded from
   shaping philanthropy.
- Build trusting partnerships.

The Foundation for Ecological Security (FES) Promise of Commons initiative is partnering with government, NGOs and communities in rural India to manage 30 million acres of collectively held land and water resources for improved economic outcomes for 38 million people. Photo credit: Mark Katzmann.

# Co-Impact's Collaborative Model

Our approach centers around bringing together a community of locally-rooted program partners, funding partners, advisors, and experts to take collective action for just and inclusive systems so that all people can live fulfilling lives.

We've built alliances with activists, development and philanthropy sector actors, academia, civil and human right organizations, and feminist leaders and organizations, because addressing the pressing challenges in our world and communities requires collective action. Everyone within our community has an important role to play; we deeply value their diversity of perspectives, which have shaped what we do and how we do it.

"We need to put our imagination, energies and resources into societal transformation and systemic change. Still, we can only do this through collaboration, by embracing risk, and without the fear of failure. Hence, collaborative platforms like Co-Impact keep us hopeful."

- Rohini Nilekani, Chairperson, Rohini Nilekani Philanthropies & Co-Impact Foundational Fund Advisory Board member



See nage 28 for photo credit

Our partners share our belief that philanthropy can do more and do better when we come together as a community – and we are energized and encouraged to be part of a growing field of collaborative philanthropy.

We will continue to advance community and build a model of collaborative philanthropy that is about combining resources to go beyond the reach of individuals or single funding organizations



We *foster* program partner-led philanthropy. We respect and trust the lived experiences, expertise, knowledge, relationships, and vision of locally-rooted organizations, advancing their visions for change; they are best placed to achieve and sustain results.



We seek to *influence* philanthropic giving to be more significant, flexible, longer term, and to focus on locally-rooted, primarily women-led organizations and those that are led and governed by underrepresented groups.



We work to *grow* the pool of resources available for long-term investments in building just and inclusive systems and tackling gender inequality.



# Our Milestones to Date

Mobilized US

**ACROSS TWO FUNDS** 

FOUNDATIONAL FUND

**GENDER FUND** 



flexible funding to IN AFRICA,

**Providing long-term** 

**AMERICA INITIATIVES** 

Estimated reach,



through improved health, education, and/or economic



Launched 1st regional partnership to mobilize at least

for gender equality in Co-Impact team has grown to almost



Co-Impact becomes an independent entity in 2022.

# Foundational Fund

Launched in 2018, the Foundational Fund provides large, long-term, flexible grants of US \$5-20 million over 5 to 6 years to initiatives that have demonstrated success through an evidence-based approach to changing systems at scale.

# Gender Fund

Launched in March 2022, the Gender Fund provides a range of different grant types of up to US \$20 million over 3-6 years to support initiatives working to advance gender equality and women's leadership while seeking to shift harmful gender norms that limit progress.

Together, our funds reflect Co-Impact's approach that focuses on transforming health, education, and/or economic systems by tackling root causes of inequalities and advancing gender equality and inclusion across all our work.

# Impact Story: Foundational Fund

# Graduation Approach to Economic Opportunity

→ Better social protection systems to tackle the multidimensional barriers of poverty

Until two years ago, Daniela Ramirez earned less than US \$2 a day and struggled to meet her family's basic needs. Like thousands of rural Paraguayan families living in extreme poverty, she was stuck in a vicious cycle of poverty, with no options for economic empowerment. In 2021, she got government support through a proven intervention called the graduation approach - which extends ladders out of extreme poverty through cash transfers, seed capital, and small business coaching. Daniela is now earning a living producing and selling fresh strawberries. She is saving, expanding her business, and improving her family's life.

### **Partnership with Co-Impact**

With a grant from Co-Impact in 2020, <u>Fundacion Capital's (FC)</u> vision is to help transform government social programs that provide temporary safety-net support for systems that promote sustainable economic opportunities for millions of women, and families living in poverty in Paraguay, Colombia and Brazil.

In Paraguay, FC is supporting the integration and scaling of the graduation approach within government social protection systems to advance:

#### **PEOPLE-LEVEL OUTCOMES:**

- Support 75,000 largely female-headed households with economic opportunities that lead to sustainable livelihoods by 2024.
- Advance gender inclusion within the programming.

#### **SYSTEMS-LEVEL OUTCOMES:**

 Support and strengthen policy frameworks and quality implementation while building capacities within the government to fully own and lead integration of the graduation approach into Paraguay's social protection system.

#### **ORGANIZATIONAL-LEVEL OUTCOMES:**

 Strengthen FC's team capacity and diversity, and build its influence with key stakeholders.

## **Key milestones and achievements**

- Integration of the Graduation approach into government's social protection systems, which have reached over 41,000 families across 50 districts since 2020.
- Enhanced government capacity for program ownership through the successful implementation of an annual training plan for almost 100 government staff and total digitization of operational and monitoring processes to enhance data utility for decision making.
- Co-designing and implementation of a customized economic inclusion component for the national cash transfer program.

#### **Gender inclusion**

To strengthen gender inclusion, FC
has adopted a gender transformative
approach that centers on the needs of
graduation program participants, most
of whom are women, as an important
element in addressing the multifaceted
entrenched biases and inequities that
hold women and girls back.

Fundación Capital is supporting the integration of the graduation approach into the public systems of Paraguay, Colombia and Brazil to empower millions of women and families like Daniela's (pictured) to lift themselves out of poverty. Photo courtesy of Fundación Capital.

FC has collaborated with the International Development Research Centre to understand the impact of graduation programs on intrahousehold gender dynamics to inform government's implementation of social protection programs.

Watch Fundación Capital's system change approach in one minute.

"If we want to build systems that effectively promote inclusion and opportunities for the poorest, it's key to work with the public sector. They are in a unique position to promote social change at scale. Co-Impact is supporting us to do just that!"

- Carolina de Miranda, Social and Livelihood Promotion Director at Fundación Capital

# Our Program Partners

Co-Impact supports a bold and promising portfolio of locally-rooted program partners who are driving initiatives that advance more just and inclusive systems across Africa, Asia and Latin America.

We are supporting 65 initiatives\* to date with **US \$301.25 million** in committed funding through our Foundational Fund and Gender Fund.

# **Latin America** 10 INITIATIVES **5 COUNTRIES** Brazil Colombia Mexico Peru Paraguay \*Full list of partners in annex

# Africa

# 19 INITIATIVES 13 COUNTRIES

Ethiopia Ghana **Ivory Coast** Kenya Liberia Malawi Nigeria

Rwanda South Africa

Senegal Tanzania

Zambia

Zimbabwe

# Asia

# 22 INITIATIVES **4 COUNTRIES**

Bangladesh India Indonesia Sri Lanka

# Global/multiregional

# 14 INITIATIVES 31 COUNTRIES

Afghanistan, Angola, Argentina Bangladesh, Benin, Brazil, Cameroon, Djibouti, Democratic Republic of Congo (DRC), Egypt, Fiji, Ghana, India, Indonesia, Iraq, Kenya, Madagascar, Malawi, Mexico, Mozambique, Nepal, Nigeria, Panama, Peru, Philippines, Senegal, South Africa, Sri Lanka, Uganda, Uzbekistan, Zambia

# Learning, Measurement and Evaluation

# Learning, Measurement and Evaluation (LME) are essential to our approach

#### WE SUPPORT OUR PROGRAM PARTNERS TO:

- Arrive at a credible and cohesive theory of change based on thorough problem analysis which applies an intersectional lens to understand power and inequalities.
- Analyse and connect root causes of system malfunctions with measurable outcomes at 3 levels - organizational, system, and peoplelevel - that are disaggregated through an intersectional gender lens.
- Develop or strengthen nimble and useful monitoring mechanisms, with a focus on obtaining and acting on stakeholder feedback, especially historically underrepresented groups.
- Developing a support infrastructure for program partners, including strengthen their learning, measurement and evaluation (LME) systems and investing in a network of local coaches in the global south and creating open-source training and development materials





### WHO IS THE LEARNING FOR?

Learning about what works to sustainably alter systems so that they are more effective and more equitable should primarily benefit the program partners. They and their coalition partners, including government actors, are the ones who most urgently need evidence, lessons and insights to achieve these long-term outcomes.

At the same time, Co-Impact, our funding partners, as well as the broader global development and philanthropic communities stand to benefit from the learning that arises from specific initiatives, as well as from a synthesis of lessons and evidence across initiatives.

Together with our program partners and selected global learning organizations, we are committed to examining the fundamental hypotheses that underpin Co-Impact's approach. For example, if the initiatives we support institutionalize the desired changes into the core systems, these changes are more likely to have impact at scale and persist over



a longer period of time, surviving the push and pull of politics and short term projects. In doing so, these improved systems will continue to better serve millions of people, contributing to measurably improved outcomes.

# Strengthening Practitioner-Oriented Research and Learning

# Our Research Grants

We aim to contribute to the body of evidence on how to shift systems to be more efficient and more equitable, and to advance women's leadership at scale.

We're providing practice-focused research grants to learning organizations that actively bridge knowledge and practice, synthesize lessons across contexts, and are positioned to influentially disseminate those lessons. For example, on areas such as:

- Addressing the barriers to women's economic empowerment and labour force participation.
- Building a national gender data hub for collaboration among feminist scholars, activists, and policymakers.
- Tackling intersectional gender discrimination in the judicial system.
- Preventing and addressing violence against women and children through global networks of researchers and practitioners.

# Research Spotlight: Removing barriers to women's workforce participation

Women's participation in the labor force globally is just under 47% compared to 72% for men, with some regions facing a gap of more than 50%.

Women are more likely to be in jobs that are less secure, pay less, and are less likely to be covered by labor laws and benefits. In many countries in Africa, Asia and Latin America, there is limited context-specific and actionable evidence to understand and address these barriers. Policy makers instead rely on historical trends or evidence from high-income countries.

Our research partner in Kenya, the Partnership for Economic Policy (PEP), contributes to closing this knowledge gap by conducting gender-sensitive policy analysis of the barriers for women's participation in the labor market in six different contexts: Kenya, Senegal, Philippines, Sri Lanka, Brazil, and Peru.

In each country, PEP supports a collaboration between different actors, including researchers, government representatives, labor unions, and women's rights

groups. These actors define specific barriers to be examined through high-quality research, and co-create policy recommendations based on the evidence. In addition, PEP conducts cross-country synthesis of the issues, and

disseminates the learning in global spaces.

The primary intended impact of this work are concrete system-level outcomes specific to each country's context, for example, the expansion of daycare services available for working women, or government subsidies for public transport in ways that facilitate women safely accessing workplaces. These systemic changes will contribute to the ultimate outcome of more women accessing and thriving in decent employment.





# Designing for Systems Change

Co-Impact recognizes that program partners often do not have the time, space, or resources to tackle the complexity of strategic planning for systems change.

The purpose of a Design Phase is to provide the space, resources, and expertise necessary for a partner to create a comprehensive, coherent strategic plan designed to help the organization achieve its systems change objectives.

Design Grants are used in ways most helpful to partners, including strategy refinement; strengthening of partnerships, evidence base or internal processes; and/or creating budgets and fundraising plans.

Throughout the Design Phase, we engage with program partners as thought partners to provide support and input as useful as they refine their strategic thinking and approaches. This typically involves a launch workshop to share key components of systems change thinking and gender justice, regular check-ins, a site visit and linkages to resource people, material and ideas that may be useful.

By the end of the design phase, each program partner will have developed a prospectus that outlines their overall strategy including key components of their systems change approach. Going forward, Co-Impact will provide design grants for all country-level grants.



# Program partners share their design phase experience

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During the design phase, we created our systems change strategy in partnership with Co-Impact, through significant dialogue, engagement, and input from both sides. Together we articulated our key theory of change, assumptions, and objectives of how we would shift the employment trajectory of 3 million South African women and men and enable 1 million young women and men to access opportunity and improved income. We partnered extensively with Co-Impact workshopping our initial hypotheses, refining our assumptions, resulting in a crisp articulation of our five-year plan.

### **KASTHURI SONI**

- South Africa -

CEO, HARAMBEE



Co-Impact's design grant was timely as it came at a time we were looking to expand and create a long-term strategy. We went through a structured process that solidified our theory of change and expanded our thinking from individual to systems level thinking incorporating equity, gender transformation and empowerment. At the end of the process we had a structured plan for each of our programs with clear outcomes at people, systems and organizational levels and a well thought-out learning and evaluation framework.

### DR. APARNA HEGDE

FOUNDER AND MANAGING TRUSTEE, ARMMAN

- India -



With Co-Impact support we were able to investigate both our challenges and capacities. We are now going to leverage the collective power of our existing community of volunteers, beneficiaries and allies to push for systems level, tangible change for women in Brazil. This strategy will include significant improvements in the public infrastructure of women oriented services and the expansion of our solidarity network to ensure that no woman has to suffer alone.

#### **ALESSANDRA OROFINO**

CO-FOUNDER AND EXECUTIVE DIRECTOR, NOSSAS

- Brazil -

# Advancing Women's Leadership in Law and Economics

# Our Women in Leadership (WIL) Grants

Research shows - equitable systems cannot be achieved without gender equality and gender equality itself cannot exist without women in leadership positions.

We need to lay the pathways for diverse and/or feminist leadership so that millions of women reach their fullest potential as leaders. Co-Impact aims to advance women's power, agency, and leadership, so there are more women leading at all levels from the household and community to the highest levels in key sectors, institutions and government.

Whilst women's leadership is integral to all that we do, we also specifically support initiatives in law and economics\* because of the inordinate influence and power they have on policy-making and decisions which lay the foundations for equality for all.

Collectively, our current WIL in law program partners aim to realign power structures and permanently change the institutional and systemic rules, frameworks and norms surrounding women's ability to enter into, rise, and thrive in leadership positions; working towards equal representation in all legal fields, positions and types of courts, regardless of gender, gender identity or presentation.

They will work towards:

- Advocating for institutional and systemic change.
- Changing the narratives and norms about the ability of women and minority groups to rise and thrive within the profession.
- **Developing standards** on gender parity in international courts and other legal bodies.
- Creating national, regional, and global awareness and appreciation of women leaders in law, and increasing support for women from the Global South to access international positions.
- **Developing the next generation** of strong, feminist women legal professionals by expanding and creating new opportunity structures.
- Developing and enhancing the leadership capacity of women in law.
- **Combating gender stereotypes and bias** and providing women lawyers and judges with the means to respond to barriers to leadership.

"When women are in leadership positions, there is symbolic representation, where other women think - if she can do it, I can too! There's also substantive representation, when those in key positions think of ways to push other women forward. The good news is that women have the power, we just need to invest in building their capacity, and with Co-Impact's support, IAWL is doing just that."

- Jarpa Darwuni, Ph.D., Founder and Executive Director, Institute for African Women in Law (IAWI



# Impact Story: Gender Fund

# Gender Norms Change at Scale

→ Advancing Gender Transformative School Education in India

In India, only 33% of girls remain in the school system up to the age of 17 years; one in four girls is married before she turns 18 years. Only 21% of women are part of the workforce.

Co-Impact is supporting Breakthrough Trust India to create a more gender transformative education system. Building on proven success, of their evidence-based curriculum, Breakthrough seeks to shape adolescent gender attitudes and catalyze a generational shift towards gender equality.

# Breakthrough's evolution towards a system change approach

With initial funding in 2021, Breakthrough went through Co-Impact's Design Phase. Through the Design Phase, Co-Impact supported Breakthrough to:

- Map and analyze the public education system to build a winning coalition.
- Develop a compelling vision and strategy for partnering with state and national government agencies to shift key levers in the system.
- Lay out a clear theory of change and the impact they hope to achieve through outcomes at people-level, systems-level, and organizational-level.

In 2022 Breakthrough received a 5-year grant from Co-Impact to support the initiative in partnership with two state governments in India - Odisha and Punjab - and lay the blueprint for national scale.

### **INTENDED IMPACT**

By 2028:

## **PEOPLE-LEVEL OUTCOMES:**

- Impact 66,000 teachers and 4 million adolescents, out of which at least 1.6 million adolescents will show gender equitable attitudes and behaviors.
- Reduce dropouts by 7% in Punjab and 4% in Odisha.

#### **SYSTEMS-LEVEL OUTCOMES:**

- Central and State leadership prioritize gender transformative education (structural change).
- Schools foster a more gender equitable environment (system adoption).
- Key stakeholders demonstrate awareness of gender bias in their interactions/responses and a shift in gender sensitive attitudes and behavior in the school (system mindset shift).

#### **ORGANIZATIONAL-LEVEL OUTCOMES:**

- Efficient responsive organization capable of delivering system and people-level outcomes.
- Organization as an effective orchestrator in the ecosystem.
- Strong and diverse long term donor base to sustain system change effort.

Watch one of Breakthrough's videos as part of a powerful mass media campaign to challenge norms that perpetuate violence against women in India.



# Our Funding Partners



The scale and complexity of present-day challenges, requires *a new and bold type of philanthropy*.

We have audacious goals and are proud to be working with likeminded funding partners to pool resources, ensuring that every dollar invested goes further and does more.

Co-Impact has brought together 57 philanthropists and foundations from 17 countries and mobilized US \$685 million in philanthropic funding across the Foundational and Gender funds.

We're privileged to have built strong relationships and deep engagement with our funding partners who are all connected by a deep commitment to building equitable systems that are just and inclusive and allow all people to lead fulfilling lives.

By joining our collaborative, funding partners pool their resources to accelerate their impact, and benefit from multiple opportunities to convene through virtual and in-person gatherings, share experiences, and deepen understanding of what it takes to achieve inclusive impact at scale.

Collaborative funding allows us to make long-term and flexible grants that allow program partners to tackle complex social problems that people face, while being responsive and nimble to emerging situations. During the COVID pandemic our funding partners coalesced to provide even more support to program partners and their communities through special COVID-response grants to aid new needs such as emergency hardship and disaster relief work as well as health system response.

"Solving each of the 17 Sustainable Development Goals requires \$2.5 trillion. By working together as part of Co-Impact's data-driven model, philanthropists and foundations can put their resources and experience behind a set of initiatives that are driving real, measurable change."

Dr. Rajiv Shah President - The Rockefeller Foundation

By collaborating, our funding partners increase overall resources available to support proven solutions and create opportunities for deeper and more lasting impact through:

- Increased scale of impact: Pooling resources with other philanthropists and foundations means our funding partners enable tackling of issues at a more significant scale than any single funder could do alone.
- Increased learning: Funders have a chance to gain relevant knowledge and experience that can inform their own giving strategies with the opportunity to tap into others funders' skillsets and expertise where required.
- Minimized duplication: As funders co-create and coordinate grants and programs this helps reduce the risk of duplicating efforts.
- **Decreased risk:** Large-scale change requires larger and longer-terms grants. Pooled funding creates a diversified portfolio that decreases individual risk.

# Partnerships and Alliances

Our belief in community and field building is rooted in feminist values and we work in solidarity with others who share similar goals.

Our contributions are a small part of a much larger community of actors, all working to make systems work better for everyone. We are immensely grateful to learn from and collaborate with others. As such, we are part of several affinity groups and peer networks with a common goal of using our collective platforms and voices to advance justice and equality:

- Learning and technical partnerships to benefit our partners. With <u>The Philanthropy Workshop</u>, we have expanded learning and education opportunities for our funding partners and with the <u>Societal Platform</u> team, we are supporting several program partners with access to Societal Platform thinking and assets.
- Regional partnerships to advance a collaborative, long-term approach to giving.
- In Africa, we joined the Africa Philanthropy
  Forum as they launched the Africa Gender
  Initiative (AGI), during their annual
  conference in October 2022. The AGI will
  serve as a platform for bringing together
  African philanthropists and foundations
  to mobilise resources for gender equality in
  Africa. The initial activity of the AGI is to
  facilitate the mobilization of \$50M over 10
  years for gender equality, supporting the work
  of the Co-Impact Gender Fund in Africa.
- In Asia, we are working together with the Edelgive Foundation in India.

- Alliances with feminist and grassroots
   organizations, feminist networks and funders to
   strengthen the voice of the whole sector, dismantle
   inequitable power dynamics, effect transformational
   change and increase the funding for the feminist
   community as a whole.
  - We are currently affiliated to the Feminist
     Movements Alliance to lend our voice and
     support to increase funding and political action
     for feminist organizations and their work.
  - We will provide at least 10% of funds raised under the Gender Fund to feminist and women's rights groups and movements.
- Memberships in philanthropy ecosystem networks and affinity groups; Philanthropy Women, Philanthropy New York, Asian Venture Philanthropy Network (AVPN), European Venture Philanthropy Association (EVPA), Technology Affinity Group, PEAK Grantmaking, Worldwide Initiatives for Grantmaker Support (WINGS) and International Education Funders Group (IEFG).





# What We Are Learning

Here's some of what we are learning about how to collectively achieve more lasting change that improves the lives of many



# Embrace collaboration for increased impact

Collaboration, joint strategizing, and pooling resources can achieve more than individual action. It increases available funds over a longer period of time to help tackle multi-issue, systemic problems at scale and provides opportunities for ecosystem actors to learn from each other and leverage expertise and resources.



# Adopt a systems approach and long-term thinking

Addressing deeply entrenched norms and structures and shifting the power dynamic within government and market systems takes time and requires a diverse range of actors. By focussing on tackling the root causes of inequality and discrimination within systems we can increase the pace and scale of change.



# Build trust capital

Trust capital is as important as financial capital.
Organizations need financial capital, but they also need funders to trust them to make decisions on what works best in their local contexts and flexibly respond to emerging needs and opportunities.



# Invest in building stronger organizations

Philanthropy can make a sustainable investment in the future by providing organizations and their leaders with the support to invest in building their organizational capacities, systems and structures.



# Center gender justice and equity

We must take on a conscientious approach that views gender issues with an intersectional lens and strives to advance representational leadership, gender-inclusive design, and women's leadership.

Collaboration, joint strategizing, and pooling resources can achieve more than individual action.



# How We Are Evolving

We approach our work with a beginner's mindset, and hope that we - like our partners - bring the curiosity to question, the ability to change assumptions and frameworks, and the desire to continually learn and adapt.

Guided by the experience of our Foundational Fund and many consultations\* with our community, below are some of the actions we are taking:

- Moving decision making closer to the context:
   Our sourcing process for new initiatives is now
   led by our regional teams, guided by external
   reviewers, local advisors, feminist leaders and
   experts. Learn more here.
- Making grantmaking processes clear and simple: We have worked to streamline and simplify our grantmaking processes to reduce time and burden of applying.
- by finding and funding issue areas that are the biggest boulders holding women and girls back including labor/workforce participation, unpaid care, sexual and reproductive health, gender-based violence, and secondary school completion.

Meeting partners where they're at in terms
 of measurement: while focusing on improving
 systems and lives for people, we work with program
 partners to define the outcomes that make sense
 in their context and measure them in ways that
 support their strategies.

.....

- Developing a support infrastructure for program partners, including investing in a network of local coaches in the global south, creating open-source training and development materials.
- Promoting language justice by accepting proposals in 6 languages, translating key sourcing documents, and interpreting briefing sessions as relevant across our regions to increase the transparency and inclusion of our processes.

# Impact Story: Foundational Fund

# Liberia's National Community Health Assistant Program

→ Delivering Universal Healthcare Through Stronger National Community Health Systems

> In Liberia, over 1.2 million people live more than 5km from a health facility. This often means they have limited access to basic health services, lifesaving treatment for common childhood illnesses, family planning, and prenatal care.

> Liberia's government has committed to provide primary health services to the doorstep of people living in remote communities by deploying professional community health workers through its National Community Health Assistant (CHA) Program.

grant to support the government's vision to provide universal access to primary healthcare for all Liberians through the community health workforce. Expected impact of this initiative is:

- within the CHA program.

# For enduring change at scale, the shifts in the system planned are:

• National scale and sustainability: With Co-Impact's support, Last Mile Health, in partnership with Liberia's Ministry of Health (MOH) and The Global Fund to Fight AIDS, Tuberculosis and Malaria, is working alongside a powerful coalition of government entities, in all counties in Liberia and to build readiness

# **Advancing Gender Equity**

Despite accounting for 70% of the health and social care workforce globally, only 17% of the community health workers employed by the national program are female. Last Mile Health is supporting the Liberia MOH to improve gender equitable health outcomes for all and ensure adequate representation and

, Liberia. Photo Credit: Rachel Larson for

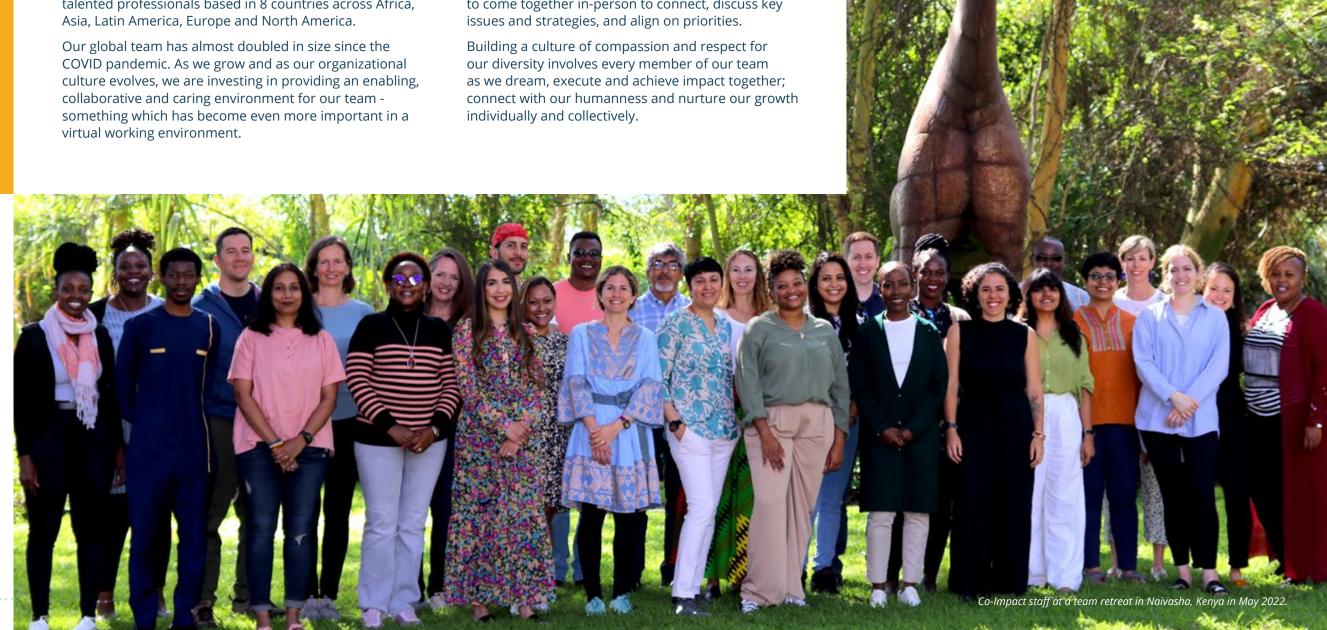


# Our People and Culture

Building a robust, diverse and cohesive team is a priority for us because how we work together is key to achieving our aspiration for a more just world.

We are proud that this is reflected in our vibrant team of talented professionals based in 8 countries across Africa,

Our annual retreats provide a vital opportunity for us to come together in-person to connect, discuss key



# Our Governance

We are also privileged and grateful to have the support of a seasoned team of leaders and sector experts from around the world as members of our Board of Directors and the Advisory Boards for the Foundational Fund and Gender Fund. We were thrilled to bring these groups together to connect, build community, hear perspectives, and develop a shared understanding of our goals and ethos.



Our Board and Advisory Board members at a retreat in October this year, joined by members of our Philanthropy Council and Co-Impact's team.

# Board and Advisory Boards Members

# **Board of Directors**

Laura García Gargee Ghosh Maryana Iskander Olivia Leland, ex officio Tsitsi Masiyiwa Ingrid Srinath

**Patty Stonesifer** 

# Foundational Fund Advisory Board

Gargee Ghosh
Don Gips
Tim Hanstad
Robyn Calder Harawi
Per Heggenes
Rohini & Nandan Nilekani

Elizabeth Yee

# **Gender Fund Advisory Board**

Tara Abrahams
Rebeca Gyumi
Mabel van Oranje
Wanjiru Kamau-Rutenberg
Crystal Simeoni
Vidya Shah
Theo Sowa
Lakshmi Sundaram
Elizabeth Yee
Anita Zaidi



# Some Voices from our Collaborative

"Entrenched systems need to be wholly reimagined, and this can only be achieved through bold, broad collaborations in philanthropy that now center gender."

- Elizabeth Sheehan -Founder, philanthropist, advocate and global health expert "If we are committed to making any progress on addressing extreme rural poverty and climate change impact, we can't have those conversations without women farmers."

- Doreen Ndishabandi -Rwanda Chief of Staff and Director of Government Relations, One Acre Fund. "Very few funders engage as thoughtfully and deeply with our work as Co-Impact does. They are willing to fully immerse themselves into our world and to walk the journey alongside us."

- Kasthuri Soni -Chief Executive Officer, Harambee Youth Employment Accelerator "Solving each of the 17 Sustainable
Development Goals requires \$2.5
trillion. By working together as part
of Co-Impact's data-driven model,
philanthropists and foundations can
put their resources and experience
behind a set of initiatives that are
driving real, measurable change."

- Dr. Rajiv Shah -President, The Rockefeller Foundation

"By partnering with Co-Impact, we're able to identify programs that address the barriers blocking women from reaching their full potential as leaders. We need change to happen at every level of society. And it starts with opening more doors for women to step into their power and craft policies that lift others up like them. This is our once in a generation chance to rebuild our systems to finally work for women and girls."

- Melinda French Gates -Co-Chair and Board Member of the Bill and Melinda Gates Foundation "There's a need for philanthropy to dramatically increase its resourcing of women's rights and gender equality. By raising new money, giving strategically, sustainably and with a holistic view to systems change. The Gender Fund has an outstanding opportunity to catalyse much needed change."

> - Theo Sowa -Co-Chair, Equality Fund

"While the global challenges facing humanity are daunting, by leveraging our mutual assets, we know we can unlock proven solutions, deploy new resources, and transform the way we work—from operating in silos to working in solidarity"

- Renee Kaplan -Chief Executive Officer, The Philanthropy Workshop



# Thank You!

To our program partners, funding partners, Board, advisors, friends and allies - we look forward to continuing to work together to create a more just and inclusive future for generations to come.



# Annexes

# Our Funding Partners

Co-Impact's ever growing funding community has embraced collaborative giving to advance just and inclusive systems. Our partners include:

# **Foundational Fund**

## **Core Partners:**

Bill & Melinda Gates Foundation IKEA Foundation Jeff Skoll MacKenzie Scott Richard F. Chandler Rohini and Nandan Nilekani The ELMA Foundation The Rockefeller Foundation

# Wider Funding Community:

Atlassian Foundation
Dubai Cares
Elizabeth Sheehan
Hampshire Foundation
LGT Venture Philanthropy
Light Foundation
MAC3 Impact Philanthropies
Nachson and Arieh Mimran
Natasha Müller
Target Foundation
Vijay and Marie Goradia Foundation

# **Gender Fund**

#### **Lead Donors:**

Bill and Melinda Gates Foundation Mackenzie Scott and Dan Jewett The Rockefeller Foundation

## **Champion Donors:**

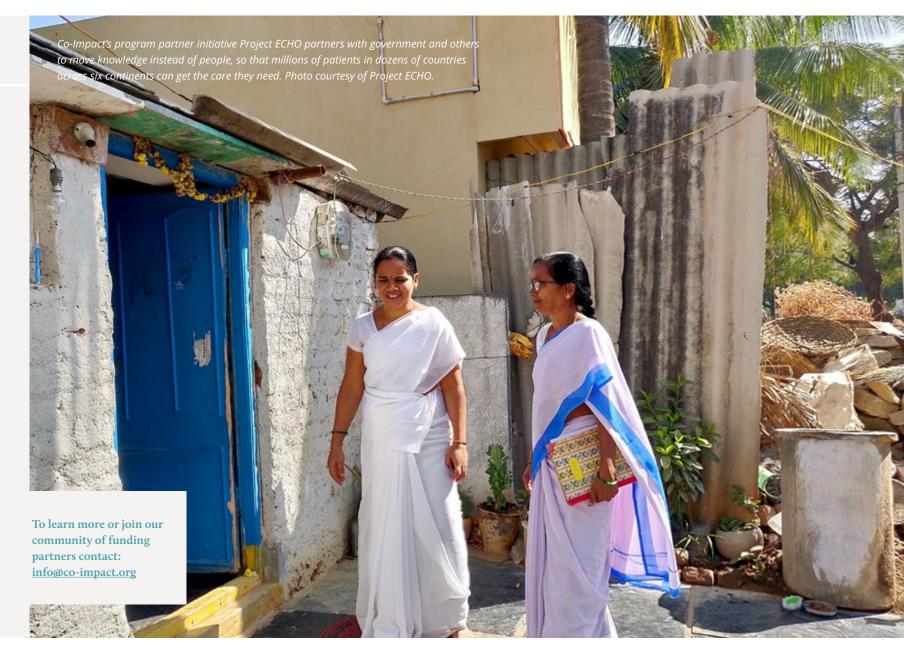
Cartier Philanthropy
Estee Lauder Companies Charitable Foundation
Fondation Chanel
La Alataya Foundation
Roshni Nadar Malhotra

#### **Africa Gender Initiative:**

BeeNev Kambasha Foundation SHE Project Zimbabwe Tsitsi Masiyiwa

# **Wider Funding Community:**

Atlassian Foundation
Children's Investment Fund Foundation
Elizabeth Sheehan
Instituto Beja
Kate James & Hans Bishop
Muirfield Foundation
Target Foundation
Thankyou Charitable Trust
Vijay and Marie Goradia Foundation



Anonymous Donors: Co-Impact has a few donors that are supporting the Foundational Fund and Gender Fund but prefer not to disclose their support publicly.

# Our Program Partners' Initiatives

# **Foundational Fund**

# **AFRICA**

## **Economic Opportunity**

CAP Youth Empowerment Institute: **Transforming TVET for youth employment in Kenya** - Kenya

Harambee Youth Employment: **Scaling pathways to economic opportunity for young Africans** - South Africa

One Acre Fund and Landesa: **Generating pro poor farm systems in Africa** - Rwanda, Kenya, Ethiopia

#### Education

CAMFED International: Implementing the "Learning Guide" model to support girls' success in local secondary schools - Tanzania, Zambia, Zimbabwe

DG Murray Trust (DGMT) and Ilifa Labantwana: **Building Human Capital Pathways through Early Childhood Development.** - South Africa

Food for Education Foundation: **Feeding the Future of Africa** - Kenya

TaRL Africa supported by Massachusetts Institute of Technology & Pratham USA: **Teaching at the Right Level Africa** - Ivory Coast, Nigeria, Zambia

#### Health

Last Mile Health & Global Fund to Fight AIDS
Tuberculosis and Malaria: (LCHAP) **Liberian Community Health Assistant Coalition** - Liberia

## **ASIA**

## **Economic Opportunity**

Bandhan Konnagar & Institute for Financial Management and Research with JEEViKA, Bihar: **Graduation Approach to Economic Opportunity - The Satat Jeevikoparjan Yojana (SJY) program** - India

**The Commons Ground Initiative** - India

Foundation for Ecological Security (FES): **Promise of Commons – improving economic outcomes in rural India** - India

People's Courage International: **Migrants Resilience Collaborative (MRC)** - India

#### Education

CIIEI @ Indian Institute of Management-Ahmedabadh and PlanetRead: Billion Readers for Life: Same Language Subtitling on TV

Lend A Hand India (LAHI): **Project Catalyst - Equipping** young people with real skills in Secondary Education in **India** - India

#### Health

Project ECHO India & University of New Mexico: **Project ECHO** - India

#### Venture

CEGIS supported by Regents of the University of California San Diego: **Center for Effective Governance of Indian States (CEGIS)** - India

## **LATIN AMERICA**

#### Education

Lemann Foundation: **Brazil Collaborative Literacy Program** - Brazil

**Economic Opportunity** 

Fundación Capital: **Graduation Approach to Economic Opportunity** - Colombia, Paraguay, Brazil

### **GLOBAL AND MULTIREGIONAL**

Management Systems International, Inc: **Scaling Community of Practice: Strategy 2023-2025** - Global

## **Economic Opportunity**

Partnership for Economic Inclusion - Afghanistan, Angola, Bangladesh, Benin, Cameroon, Djibouti, DRC, Egypt, Fiji, Ghana, Indonesia, Iraq, Madagascar, Malawi, Mozambique, Panama, Uganda, Uzbekistan, Zambia

Rythu Sadhikara Samstha (RySS) and International Centre for Research in Agroforestry: **Agroecological Transitions to Build Equity, Economic and Environmental Resilience** - India, Kenya

## Ecosystem

IDInsight: Data on Demand - Asia/Africa

The Abdul Latif Jameel Poverty Action Lab (J-PAL) and Massachusetts Institute of Technology (MIT): **Evidence-to-Policy (E2P)** - India, Indonesia, Mexico, Brazil

#### Health

The Global Development Incubator, Inc: **citiesRISE** - India, Kenya

# Our Program Partners' Initiatives

# Gender Fund

#### **AFRICA**

#### Education

Alliances for Africa: Improve the responsiveness of tertiary edcuation system in Nigeria to Sexual Harassment - Nigeria

Centre for Girls Education (CGE): **Pathways to Choice** - Nigeria

Gender Mobile Initiative: **Campus Safety Initiative** - Nigeria

#### Health

Alliance for Reproductive Rights, Ghana: **Putting Women at the Centre of Primary Health Care in Ghana** - Ghana

Gender Dynamix: **Pusha Panda Bophelo (Pushing the Health Agenda)** - South Africa, Kenya

Lwala Community Alliance: Lwala Advancing Gender- Equitable, Community-Led Health Systems - Kenya

Rape Crisis Cape Town Trust: Rape Survivors'
Justice Campaign - South Africa

SVRI NPC Collaborative Evidence Building for Impact at Scale: **From Local to Global** - South Africa

#### Women in Leadership

Clooney Foundation for Justice: **Waging Justice for Women** - Malawi, South Africa

Institute for African Women in the Law (IAWL): Women's Excellence in Law andLeadership (WELL) - Ghana, Nigeria, Senegal, Ivory Coast, Kenya, South Africa

University of Johannesburg (UJ): **Developing a new generation of women legal leaders in Africa** - South Africa-Africa Region

### **ASIA**

### **Economic Opportunity**

Chrysalis: **Promoting Economic Justice for Women** - Sri Lanka

Kashtakari Panchayat (KP): **Reclaiming Livelihoods - Scaling the Value Chain for Women Waste Pickers** India

Professional Assistance for Development Action (PRADAN): **AWARE (Access to Water for Rejuvenating Rural Economy)** - India

SEWA Bharat and Gujarat State Women's SEWA Cooperative Federation Limited: **Grassroots Women's Enterprise Support System** - India

#### Education

Breakthrough Trust & Kaivalya Education Foundation: **Empowering the youth to transform gender norms** - India

Yayasan Perempuan Kepala Keluarga **(Yayasan PEKKA)**: - Indonesia

#### Health

ARMMAN: **SHAKTI Integrated Health solution for improving maternal and child health outcomes in India** - India

Piramal Swasthya Management and Research Institute & Ekjut: **SASHAKT - Girls Leading Change** - India

#### Research

Indian Institute of Technology Delhi (IIT-D): Fixing the Leak: Advancing STEM Innovation and Inclusion in India, One Woman Scientist at a Time - India

National Council of Applied Economic Research (NCAER): **Gender Data Hub and the NCAER National Data Innovation Centre** - India

3ie, International Initiative for Impact Evaluation: **Gender Empowerment in India: Engaging with Practitioners** - India

## Women in Leadership

Asia Justice Coalition, fiscally sponsored by Amnesty International: **Women Leaders in International Justice and Accountability** - Bangladesh, Sri Lanka

LBH APIK Jakarta (Jakarta Legal Aid for Women & Children): Women in Indonesia Lead in the Law - The WILL Initiative - Indonesia

Yayasan Lembaga Bantuan Hukum APIK Jakarta: **Women** in Indonesia Lead in the Law – The WILL Initiative - Indonesia

#### LATIN AMERICA

## **Economic Opportunity**

Nossas Cidades: Mapa do Acolhimento - Brazil

#### Health

ANIS - Instituto de Bioética: Telemedicine and medical abortion in Brazil: expanding access to safe abortion in a legally restrictive context - Brazil

CRIOLA: **Improving the health system for Black women** - Brazil

Equis: Justicia para las mujeres ("Justice for women"):

Our own justices: practice-focused research on the specific barriers faced by incarcerated and formerly incarcerated women in Mexico - Mexico

Fundar: Alianza Campo Justo - Mexico

GIRE- Grupo de Información en Reproducción Elegida: Ensuring broad and equitable access to abortion and strengthening local and regional feminist movements throughout Mexico - Mexico

#### Women in Leadership

Red de Abogadas: **An inclusive future in the legal profession in Mexico** - Mexico

Universidad Torcuato di Tella: **Red ALAS** - Brazil, Mexico, Peru

### **GLOBAL AND MULTIREGIONAL**

#### Health

Asian Pacific Resource and Research Centre For Women (ARROW) Kaleidoscope: **Reclaiming Sexual and Reproductive Health and Rights and Justice for All** - India, Nepal, Kenya, Benin

#### Research

International Women's Rights Action Watch - Asia Pacific (IWRAW-AP): **Strengthening the ability of country based CSOs to hold governments accountable for addressing gender-based violence through the CEDAW convention.** - India, Indonesia, Kenya, South Africa

Partnership for Economic Policy (PEP): Addressing contextspecific barriersto female labor force participation in decent work: A multi-country, mixed-methods, gendersensitive analysis - Kenya, Senegal, Philippines, Sri Lanka, Brazil, Peru

Sexual Violence Research Initiative (SVRI): **Collaborative evidence building for impact at scale: From local to global**- 1 to 2 of Co-Impacts' focus countries (to be confirmed)

The Bridgespan Group, Inc: Centering Intersectional Gender Equity in Philanthropy

### Women in Leadership

Center for Global Development: **Examining Women's Leadership at International Financial Institutions** - Global

Center for Justice and International Law (CEJIL): **GQUAL** - Brazil, Mexico, Peru and Argentina + Africa (2 countries to be confirmed)

International Association of Women Judges (IAWJ): Kenya, Nigeria, South Africa, Philippines, Mexico

# Photo Captions and Credits

#### PG. 1: TOP TO BOTTOM

- 1. The Foundation for Ecological Security Promise of Commons initiative aims to partner with government, NGOs and support village communities in managing 30 million acres of collectively held land and water resources (Commons) for improved economic outcomes for 38 million people. Photo courtesy of FES. Photo credit: Mark Katzmann.
- 2. Members of Co-Impact's Board and Advisory Board members plus staff at a board retreat in October 2022.
- Breakthrough's school-based curriculum seeks to shape adolescent gender attitudes through the public education system to catalyze a generational shift towards greater gender equality. Photo courtesy of Breakthrough Trust.
- 4. Members of Co-Impact staff at a team retreat in Kenya in 2022.
- 5. During the United Nations General Assembly (UNGA) 2022 in New York, we co-hosted a roundtable with the Estée Lauder Companies Charitable Foundation on Corporate Philanthropy Supporting Gender Equality and Women's Advancement in the Global South. The roundtable event brought together a group of 36 corporates and corporate foundation leaders to discuss the role of corporate philanthropy in realizing gender equality.
- 6. Students learning wall plastering as part of vocational education in school through Lend-A-Hand India's (LAHI) Project Catalyst initiative. LAHI is partnering with the government of three states to transform their education systems to equip at least 1 million youth including 500,000 girls and young women with fundamental employability skills, with at least 200,000 (50%) of those who finish grade 12 obtaining and remaining in employment. Photo courtesy of LAHI.
- 7. Fundación Capital is supporting the integration of the graduation approach into the public systems of Paraguay, Colombia and Brazil so that millions of women and families can achieve sustained income and move out of extreme poverty. Photo courtesy of Fundación Capital.

# PG 6: TOP TO BOTTOM, LEFT TO RIGHT

- Panel session on women's leadership at UNGA 2022 co-hosted with the Clooney Foundation for Justice (CFJ) moderated by Co-Impact's Yasmin Madan. Panelists included Jarpa Dawuni, Executive Director, African Women in Law; Christie Jones, Executive Director, International Association of Women Judges; Viviana Krsticevic, Executive Director, Center for Justice and International Law; and Anita Zaidi, President, Gender Equality; Bill & Melinda Gates Foundation.
- Co-Impact co-hosted a roundtable with the Estée Lauder Companies Charitable Foundation on Corporate Philanthropy – Supporting Gender Equality and Women's Advancement in the Global South. The roundtable event brought together a group of 36 corporates and corporate foundation leaders to discuss the role of corporate philanthropy in realizing gender equality.
- 3. Young leaders from slums, colleges, gender rights groups, and other fields come together for the first time for a workshop on mental health in Chennai organised by citiesRISE. Photo courtesy of citiesRISE.
- 4. First Lady Jeannette Kagame in a group photo with delegates at the launch of the Africa Gender Initiative during the African Philanthropy Forum 2022, in Kigali.



For more information please contact: info@co-impact.org







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