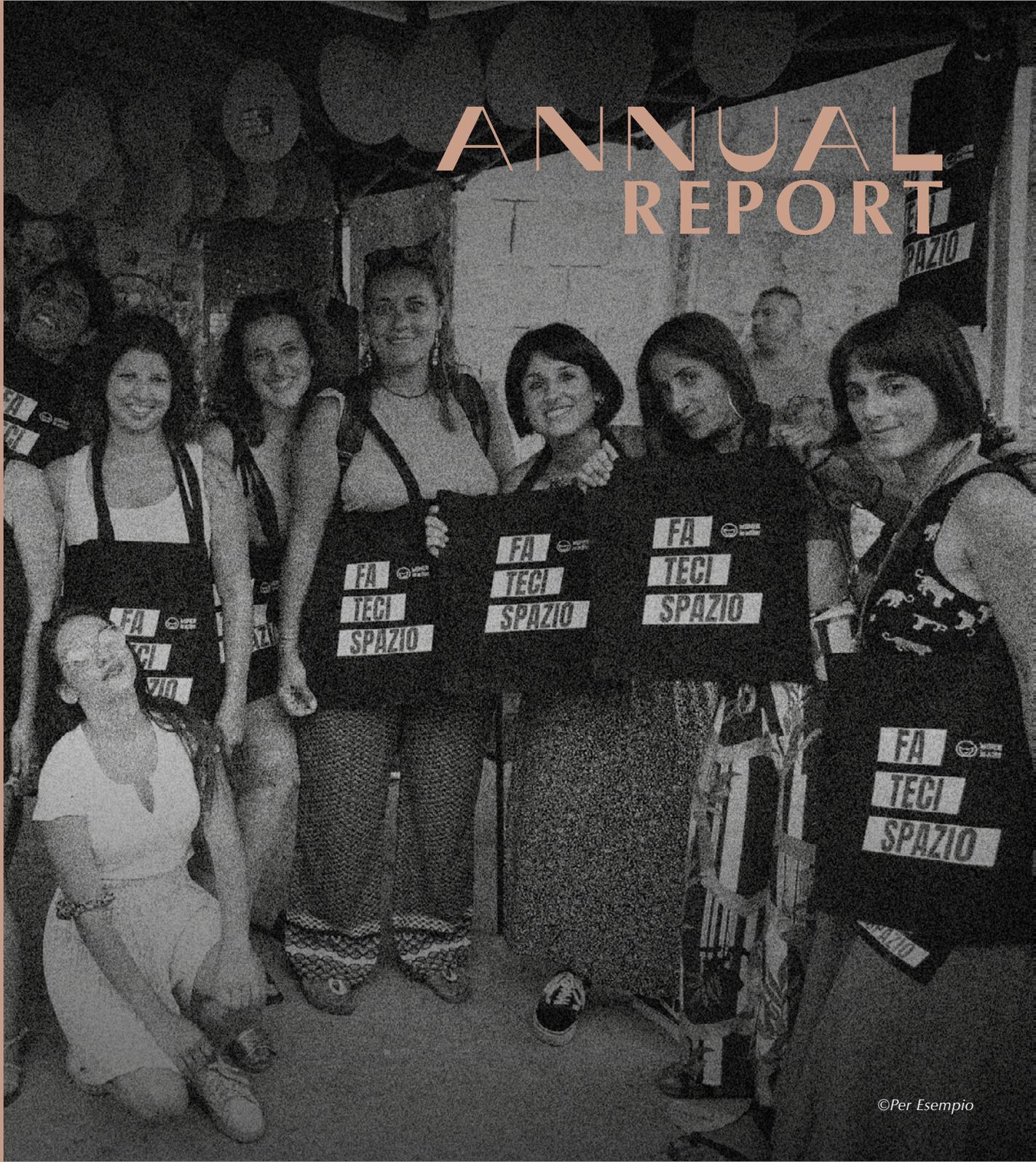


ANNUAL REPORT



EDITO

2022 was an eventful year for gender equality in Europe as old challenges remained and new ones emerged. The structural issues of gender-based violence and economic inequality are stalling, the rise of anti-gender movements and closing of civic space is alarmingly continuing. Along to that, Russia's invasion of Ukraine drove out the country more than 8 million refugees, mostly women and children with multiple gendered consequences such as an increased care burden for women, poor access to sexual and reproductive health services, conflict-related sexual violence and increased risks of vulnerability during migration journeys. Indirectly it caused rising cost of living and energy poverty, by which women were impacted disproportionately while they had not yet recovered from by the socio-economic consequences of the COVID-19 crisis.

2022 was also the first full year of operation for the Alliance for Gender Equality in Europe (the Alliance) created in July 2021. Based on the assessment of the underfunding of gender equality in Europe compared to the scale of the issues, we, foundations, decided to pull resources and collaborate to bridge the funding gap for small frontline organisations working to improve gender equality across Europe.

In 2022, we conducted **our first round of grantmaking** by supporting 13 organisations working in 10 European countries to fight gender-based violence, increase access to economic opportunities and education, and improve women's and LGBTQIA+ people rights. With our funding, grantees supported **20,000 people** and increased their capacity and sustainability.

We also developed and structured our work, first, by adopting a **holistic, inclusive and intersectional framework** and striving to implement streamlined processes adapted to small organisations' capacity. The Alliance also grew and welcomed new members, tripling our budget until the end of 2025 and enabling longer-term planning and impact.

Learning is embedded in our DNA and 2022 was full of learnings. We witnessed that the Alliance enabled us to work and grant in ways stretching the limits of what we can do within our own institution in terms of geography, thematic, approaches and processes. We also understood how crucial core funding is for civil society organisations to address the current gender equality challenges by adapting to a volatile context. We acknowledged that the capacity building opportunities we provide should be needs-driven, personalised and enhance ownership and solidarity in order to be the most useful for grantees.

“In our partnership with the Alliance we feel empowered, respected and treated as collaborators.”

(Grantee, 2022)

Looking at 2023, we wish to broaden our impact and contribute to address the root causes of gender inequality by distributing more funding, reflecting on our grantmaking to make it more flexible and inclusive and develop our awareness-raising and advocacy work. We also hope to continue building mutually accountable relationships between nonprofits and funders for a better collaboration, following the values of Trust-based philanthropy.

In this annual report, we share our learnings from 2022 and expectations for the year ahead. We hope it will spark interest and contribute to building knowledge on impactful ways to support gender equality in Europe!

Marion Schaefer
Fondation CHANEL - Chair of the Alliance
for gender equality in Europe

ABOUT US

OUR MISSION AND VISION

Vision

Our vision is a just and fair European society where gender equality is achieved for all people, especially women, transgender, non-binary and gender non-conforming people living in vulnerable situations and including boys and men in the process.

Mission

The Alliance supports the strengthening of small, frontline organisations working on gender equality in Europe that are working to improve the lives of individuals, ensure that they have equal access to opportunities and help them to live free from violence while also addressing the underlying structures and power dynamics that uphold inequality and exclusion. We believe in a holistic approach where improving the lives of individuals goes hand-in-hand with pushing for systemic changes.

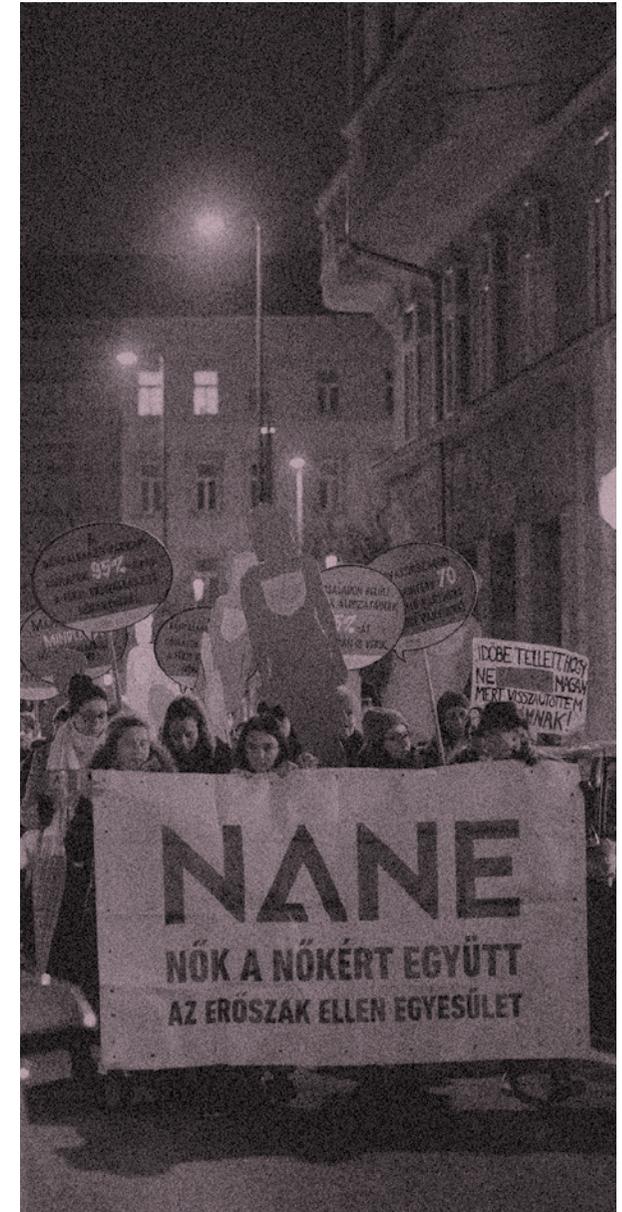
OUR OBJECTIVES AND WORK APPROACHES

Our objectives

- **Provide financial support and capacity-building** for small, frontline organisations working on gender equality across Europe that support people living in the most vulnerable situations.
- **Build collaborations** with and between funders and grantee organisations that accelerate their learning and inform more effective gender equality work.
- **Establish a robust donors collaborative** on gender equality in Europe, deepening our understanding of the most impactful ways to support the gender equality ecosystem.
- **Mobilise** the philanthropic community to support gender equality in Europe.

OUR GENDER APPROACH

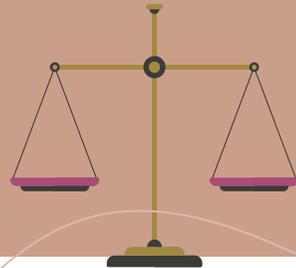
The Alliance adopts an intersectional gender approach which recognises that women and other marginalised groups, such as youth, poor people, migrants, refugees, people with disabilities, and LGBTQIA+ people, (...) have multiple layered identities and are thus affected differently by gender inequality. This increases our understanding of the specific needs and interests of targeted populations and helps to address complex challenges. The Alliance is committed to leaving no one behind.



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IN OUR WORK, WE ARE COMMITTED TO:

Supporting long term structural issues of gender equality in Europe such as gender-based violence, access to economic resources, access to education and training, environment and **listening to the field to identify emerging issues.**



Ensuring a **geographic distribution of grants across Europe** to underscore that there is a need to improve gender equality in all regions while responding to specific geographic needs.



Focusing on **small, frontline organisations working on gender equality** led by people with lived experiences who are acknowledged experts in the field. We believe this approach help us engage with previously overlooked actors who are close to the problems they seek to address.

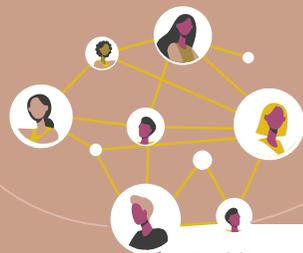


Where needed, providing **unrestricted core support** to increase organisational development, resilience and sustainability.

Being a learning organisation engaging with the sector to strengthen our impact.



Using **streamlined and flexible processes** to adapt to the capacity of small organisations and to reduce barriers to participation.



Enabling **opportunities for peer-learning, networking and capacity building** for our grantee partners and foundation members.



Raising the voices of our grantee partners and promoting their work in donors and institutional spaces.



OUR GOVERNANCE

STEERING COMMITTEE

The steering committee provides the strategic orientation and approves the final grant decisions. Chaired by the Fondation CHANEL, the current members are the Bodossaki Foundation, JP Morgan, King Baudouin Foundation and L'Oréal Fund for Women.



J.P.Morgan



ADVISORY BODIES

The Alliance integrates the perspectives of gender equality experts from diverse backgrounds, including CSOs representatives through advisory bodies.

The Advisory Committee advises the Steering Committee on strategic choices. The members for the period Nov 2022-Dec 2025 are:

- Caroline Brac de la Perrière, Director of Mediterranean Women's Fund
- Debora Guidetti, Senior European Program Manager at Ariadne
- Sana Afouaiz, Founder and CEO of Womenpreneur Initiative
- Sotiris Laganopoulos, Sector officer for civil society at EEA & Norway Grants
- Xenia Kellner, Cofounder of Young Feminists Europe

Selection committees are created ad-hoc for each call of proposals and gathering specific experts of the calls' focus to provide the steering committee with grants recommendations.

OPERATIONS

Established under the auspices of the [Network of European Foundations \(NEF\)](#), the Alliance is coordinated by a Program team who supports the steering committee in its strategic decisions and manages the daily operations.



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SNAPSHOT OF 2022

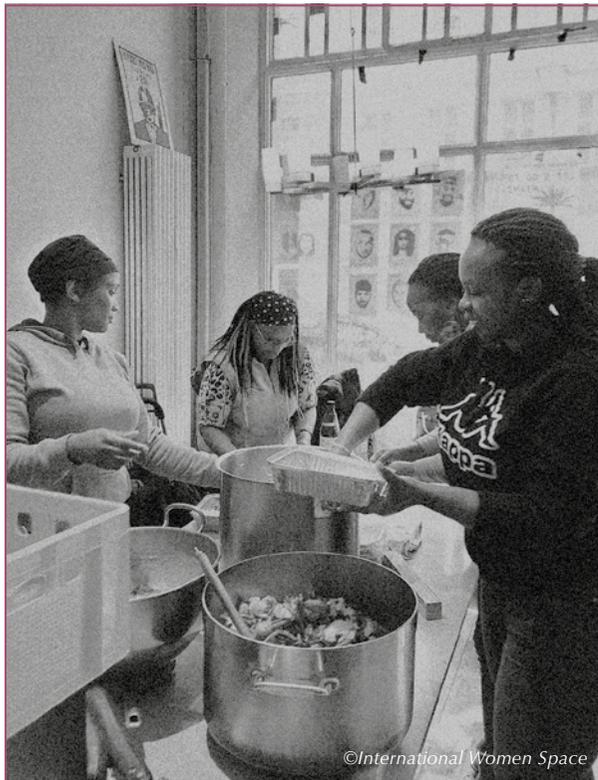
KEY FIGURES:

13 grantees

TEN countries represented

600 000 € distributed in grants

2 grantees convening



©International Women Space

Thanks to our support around 20,000 people were reached directly, and among them, 77% are women and girls.

Among women & girls:



MAP OF GRANTEE PARTNERS:

- Project funding
- Core funding





©LabCoop

CHAYN Italia

Chayn Italia is a feminist platform that fights gender-based violence through digital tools and collaborative practices. The Alliance funded for their project RADIA the reproduction of their online training aimed at social workers from women's shelter and women's rights organisations. They implemented 5 trainings and 1 train the trainers training, updated their content.

Support of 50 000€



Czech Women's Lobby

The Czech Women's Lobby is the only network of women's rights organisation in Czech Republic with 38 members. The core support of the Alliance focused on their ongoing advocacy activities: push for the inclusion of a gender perspective in COVID-19 recovery measures and a campaign to ratify the Istanbul Convention.

Support of 42 117€



Ecumenical Women's Initiative

Ecumenical Women's Fund is a women's fund that support grassroots women's rights organisations in Croatia and the Balkans via regranting, capacity-building and networking. The core support of the Alliance helped develop their regranting activities that increased because of COVID-19 and engage in successful fundraising.

Support of 50 000€



Garance ASBL

Garance is working on the primary prevention of gender-based violence via feminist self-defense reinforcing the empowerment and agentivity of women, children and LGBT people across Belgium. The support provided by the Alliance helped relaunch a self-defense empowerment project for women with disabilities via a peer-educator system.

Support of 43 060€



International Women* Space

International Women* Space is a self-led women* refugee organisation in Berlin. The core support of the Alliance went towards hiring a coordinator of the Break Isolation Group to professionalise the activities, especially the outreach to refugee women in the lagers, peer-support groups, peer-to-peer counselling and advocacy.

Support of 50 000€



LabCoop

LabCoop is a catalan cooperative supporting other cooperatives. The Alliance contributed to the DALIA fund, led in partnership with Calala fondo de mujeres and other feminist cooperatives supporting women-led and/or feminist social entrepreneurs via microgranting, economic support and training.

Support of 50 000€



Liminal

Liminal partnered with DIOTIMA to create a specific support system for women with disabilities victims of violence. It comprised an awareness-raising campaign, peer-training between the two organisations and the establishment of a specific protocol.

Support of 49 439€



NANE

NANE is supporting women victims of violence in Hungary thanks to helplines, support groups, psychological support and legal help with PATENT. The core support of the Alliance increased the helpline service hours and developed their communications activities.

Support of 49 445€



NANSEN

NANSEN supports legally people under international protection in Belgium. The project support of the Alliance was aimed at including gender perspectives in the asylum seeking legal processes. Via the legal help of 25 women victims of violence, the organisation identified their specific needs in legal pathways, designed a protocol and trained lawyers specialised in immigration law.

Support of 50 000€



Per Esemplio Onlus

Per Esemplio is working for the social, economic and cultural development of the impoverished neighborhood of Borgo Vecchio in Palermo. The project supported was aimed at empowering girls and young women via a mix of activities: improvement of soft skills, educational support, artistic workshops, IT classes and paid internship in social enterprises in the neighborhood; using non-formal and peer-education methodology.

Support of 49 266€



Rainbow Families Croatia

Dugine Obitelji (Rainbow families Croatia) is an organisation of LGBT parents. The core support of the Alliance answered the development of their activities to respond to the increasing demand due to the crisis: psychological and legal support and development of advocacy on medically assisted procreation.

Support of 30 000€



Women's NGO Cooperation network of Latvia

Women's NGO Cooperation Network of Latvia is the unique network of women's rights organisation in Latvia with 42 members. The project support aimed at reinforcing Roma activists and local NGOs. Through Roma mediators, they provided information and socio-economic support to Roma families in 6 parts of the country.

Support of 37 641€



Women Safe & Children

Women Safe & Children is a holistic support center for women and children victims of violence, providing health, legal, psychological, social and economic support. The core support of the Alliance contributed to the replication of their model in the rural regions of Haute-Savoie and Corsica where specialist services are lacking.

Support of 50 000€



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OUR IMPACT AND LEARNINGS

Objective 1: Provide financial support and capacity-building for small, frontline organisations working on gender equality across Europe that work with people living in the most vulnerable situations

“Core funding is a beautiful gift because we can focus on what really matters.”

RESULTS

In 2022, the Alliance provided 600 000€ in grants to 13 organisations. Those organisations operated in 10 countries: Belgium, Croatia, Czech Republic, France, Germany, Greece, Hungary, Italy, Latvia and Spain. The average grant amount was 46 228,31€ for 1 year. 46% of the grants were core funding, and 54% were project funding.

Overall, grantees reported increasing their capacity and/or sustainability thanks to the Alliance grants.

In case of core support, the Alliance was the only core grant or the biggest one. Grantees declared that our funding had the following benefits for their organisational development: contribution to financial stability and budget increase, recruitment of additional core staff, start working on an emerging topic, help sustain the organisation that was in a difficult financial situation after the COVID-19 crisis, sustain and develop core activities, dedicate time to strategic planning,

create spin-off structures in under-served areas, develop new partnerships and visibility, create a new governance structure, train staff... One grantee mentioned, *“Core funding is a beautiful gift because we can focus on what really matters.”*

In the case of project support, the Alliance was most of the time the unique funder of the project implemented. Grantees declared our grant enabled: free-of-charge service provision, restart a project that stopped because of the COVID-19 crisis and will continue after the grant ends, launch a specific gender-related project with structural implications for the organisation and create new networks and partnerships.

According to a NEF grantee perception survey, the Alliance grantees listed the following factors as positively influencing their capacity and sustainability: fair and transparent selection process, reporting requirements lighter than other donors,

well-suited payment terms with the totality of the grant paid before the end of the grant period and the flexibility of the Fund with grant conditions. All praised the staff for being responsive, supportive and trustworthy. The fact some people from the Alliance staff and members had professional experiences in CSOs is valued as an increased understanding of their realities.

However, more than half of the grantees mentioned the short duration of the grant (1 year) was limiting their capacity, impact and financial sustainability, and $\frac{3}{4}$ of them declared that they spent a substantial amount of time on partnership management with the fund – i.e. more than nine days for the application, administrative requirements, reporting and attending events.

ACTIVITIES

For the period 2022, grantees were consulted to give their feedback during a mid-term check-in, the final reporting and a grantee perception survey organised by NEF for all its pooled funds.

The application process was also considered smooth and short; the mid-term check-in organised in a discussion rather than a report was deemed to lead to meaningful discussions. The Alliance site visits to grantee partners were also appreciated as it enabled them to show their work and realities concretely.

The Alliance also organised two grantee convenings. The first one was in May 2022 online with the objectives of networking, learning more about strategies against anti-gender movements, and get to know funders' experience and expertise. The session "Ask me anything, I'm a funder", where grantees could ask any questions to foundations, was deemed helpful to understand foundations' perspectives and contribute to building their capacity in fundraising.

The second one in October 2022 foresaw peer-learning and training on fundraising, a topic identified by grantees as the most important one they would like support on. The peer learning aspect of the training was overall deemed useful to get inspired by other organisations' strategies leading to success. Some grantees mentioned that since organisations had different financial realities and challenges, the training did not give them tools directly applicable to their organisations.

"Systemic change can only occur thanks to a comprehensive approach, i.e. from changing legislation to its application in the field."

"This underfunding creates unintentional competition between grantees and sometimes unrealistic expectations from funders that organisations will achieve at the same time: production of innovative deliverables, impactful results, out of the box communication, preferably at EU level and in partnership, while building up the sustainability of the project in a short period."

LEARNING & INSIGHTS

During the year, we have made the following takeaways:

- Core support strongly helps build capacity and confront external hindering factors such as the Ukraine war, the cost of living crisis, the rise of anti-gender movements, emerging needs in the community and hostile governments.
- Enabling a substantial amount of overhead costs in project funding helps make projects more sustainable.
- It is important to support advocacy and awareness-raising equally with service provision. As one grantee puts it, *"Systemic change can only occur thanks to a comprehensive approach, i.e. from changing legislation to its application in the field."*
- Streamlined processes with direct, transparent and accessible communication styles are important factors in building trust with partners and thus supporting them better.
- 1-year support is too short to provide impact or sustainable growth, and funding gaps should be avoided because it doesn't allow for long-term planning.
- All organisations are under-resourced. There is a need for more funding in the sector and realistic expectations from funders. To quote one grantee, *"This underfunding creates unintentional competition between grantees and sometimes unrealistic expectations from funders that organisations will achieve at the same time: production of innovative deliverables, impactful results, out of the box communication, preferably at EU level and in partnership, while building up the sustainability of the project in a short period."*



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Based on those insights, in 2023 we will adapt our grantmaking in 3 different ways:

How much are we funding

Thanks to development efforts, the Alliance will launch a new call in 2023, distributing 3.5 million euros aimed at driving impactful and sustainable community-driven solutions that promote economic opportunities for marginalised women, transgender, non-binary and gender non-conforming people in Europe. It is a 6-time increase in funding available compared to the 2021 funding round. Grantees will receive funding in grants of between 60 000€ to 150 000€. Grantees will also be able to request additional grants for organisational development opportunities.

Who are we funding

We will keep targeting small frontline organisations. For the 2023 call for proposals, we target 17 countries across Europe: Belgium, Bulgaria, Croatia, Czech Republic, France, Germany, Greece, Hungary, Ireland, Italy, Poland, Romania, Slovakia, Spain, Sweden, the Netherlands and the United Kingdom. We continue with a balanced representation between Eastern, Northern and Southern Europe while

focusing on the biggest countries. To comply with our intersectional and inclusive gender approach, we will target the most marginalised groups: low-income women, transgender, non-binary or gender non-conforming people of working age with one or more of the following characteristics: from a migration background and/or ethnic minorities; victims of violence; from rural or disadvantaged areas; in a situation of disability; perceived as young; perceived as old. For the first time, we will explicitly target transgender, non-binary and gender non-conforming people, clarifying our position on gender equality.

How we are funding

We will continue offering core support and propose streamlined applications, grants management and reporting processes. We will systematise site visits and one-on-one engagement with grantees to build a more meaningful relationship. We will start discussing how we could make our funding more flexible and sustainable, especially working on easing financial and administrative requirements, providing applications in several languages, including the advisory committee at the scoping stage of the call for proposals and eventually piloting participatory grantmaking.

Objective 2: Foster collaboration between funders and grantee organisations to accelerate learning and improve gender equality work.

RESULTS

In 2022, the Alliance developed and executed a Funding+ framework, which included networking, peer learning, and capacity-building activities for grantees. All grantees found these activities valuable, particularly the convenings, which allowed them to connect, share experiences, learn from peers, explore partnership options, and reevaluate their fundraising strategies after a fundraising workshop. More nuanced results were achieved regarding building connections between grantees and funders or utilising external expertise to improve gender equality work. Grantees wanted more time devoted to networking with funders and showcasing their work.

The Alliance established connections with grantees and expanded its knowledge of the landscape of frontline gender equality organisations, their realities, contexts, and challenges. It also gained more insight into effective gender equality work, both for grantees and for the Alliance itself. Grantees acknowledged this in the NEF grantee perception survey, with 89% expressing that the Alliance understands the field in which they operate and 77% stating that the Alliance is impactful in the gender equality sector and their organisation specifically.

ACTIVITIES

In March 2022, the Alliance distributed a survey to grantees to assess their needs and priorities for activities related to organisational development, expertise, and capacity-building. This survey was a helpful consultation exercise in developing a meaningful and needs-based Funding+ framework.

The Alliance then executed the Funding+ framework, which included two convenings, as previously mentioned. The online convening was well-received and provided valuable insights into countering anti-gender movements and understanding funders' perspectives and strategies. The in-person convening provided a space for grantees to connect and learn from each other, but the agenda was too packed, and there were limited opportunities for interaction between foundation members of the Alliance and grantees.

The Alliance also conducted six visits in Belgium, France, Germany, Italy, Spain, and Poland, where they met with grantees, other CSOs, or stakeholders working on gender equality. These site visits enabled quality one-on-one engagement with grantees to understand their context and impact, as well as provide inputs for evidence-based support. Additionally, the Alliance commissioned a mapping



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at the end of 2022 to list potential CSOs that would be active at the intersection of gender equality and economic opportunities in Bulgaria, the Czech Republic, Hungary, Slovakia, and Romania. This helped the Alliance gain knowledge of a region where its expertise was less developed. Other key activities implemented to develop learning on gender equality work included attending ten events and engaging with more than 20 non-CSO stakeholders of the gender equality ecosystem.



©Liminal

LEARNING & INSIGHTS

As it has been proven efficient in building knowledge and informing more effective gender equality work, the Alliance will continue to conduct site visits, attend events, commission mapping, and engage with stakeholders who are active in the field of gender equality in Europe.

Based on feedback from the advisory committee and grantee partners, we will substantially increase and rethink our Funding+ framework to make it more needs-driven and enhance solidarity and ownership. The initial ideas for reframing it include the following:

- Providing more details on how we define sustainability and organisational development in an organisation and incorporating elements of feminist leadership and governance.
- Creating or utilising an organisational development self-assessment tool for grantees and a catalogue of recommended consultants who could assist them in their identified areas.
- Focusing on individual support for organisational development through additional individual grants rather than group training.
- Rethinking the objectives of convenings for the grantees and the Alliance, particularly enhancing its European aspect.

- Providing an online space for exchanges between (past and current) grantees beyond convenings where they can connect, share resources, and collaborate independently from the Alliance.
- Showcasing grantees' achievements, challenges, and learnings in events or other communication opportunities.

To improve the content of convenings, we will consider the following:

- Creating a semi-structured agenda where peer-learning and networking components are central.
- Codesigning the agenda with the grantees, for example, with a rotating committee of 2-3 grantees.
- Making the peer-learning discussions in smaller affinity groups where grantees can share concrete ideas and work together.
- Providing spaces for exchange with Alliance foundation members to enhance knowledge about their strategies and insights, such as "I'm a funder, ask me anything" sessions.



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“Through this Alliance, we can be bold and explore new ways of collaborating on gender equality. We can push our internal boundaries.”

“[The Alliance] gives us a new approach that moves from donor-driven funding to flexible core funding.”

Objective 3: Establish a robust donor collaborative on gender equality in Europe, deepening our understanding of the most impactful ways to support the gender equality ecosystem.

RESULTS

In 2022, the Alliance successfully created a secure and engaging space in the steering committee, the main governance body that involves foundations. They recognised the value of participating in the Alliance because it provides the following:

- **The ability to work and grant in normally impossible ways within their institutions**

The unique grant-making approach of combining core support with capacity strengthening and networking was identified as one of the greatest value-adds. Members also highlighted exploring thematics, broad geography, types of organisations funded (small frontline organisations), and types of target groups (intersectional perspective, inclusion of gender minorities beyond women). They emphasised the Alliance’s ability to innovate and try something new in the sector. Many stressed the natural risk mitigation that occurs when this experimentation is carried out collectively. Examples included providing general operating support, reducing reporting requirements, and moving towards trust-based grantmaking. The members said: *“Through this Alliance, we can be bold and explore new ways of collaborating on gender equality. We can push our internal boundaries.”*

“[The Alliance] gives us a new approach that moves from donor-driven funding to flexible core funding.”

- **The opportunity to learn from and connect with other foundations, as well as from other pooled fund initiatives via NEF**
- **Deepened knowledge of the gender equality landscape in Europe**
- **Potential for collective action to influence the larger field in the future**

The main area for improvement remains the financial sustainability of the Alliance, as some members fear losing or not having enough members. There is a desire to attract additional funders, especially non-gender equality funders, and to recruit the right members aligned with the Alliance’s position and approach. There is also a wish to include more gender diversity in the steering committee. Another suggestion to strengthen the donor’s collaboration remains the need to capture and communicate results from the grants, including stories from CSOs, to continue to build the case and justify their participation in the Alliance.

ACTIVITES

In the first quarter of 2022, the Alliance established a governance framework that explained the composition, responsibilities, decision-making process, and functioning of each governance party. This framework helped clarify the functioning of the Alliance and set a common understanding of the rules and expectations under which the foundations collaborate.

In addition, other strategic discussions were held to develop the Position paper and the Learning, Monitoring & Evaluation framework. These discussions helped members visualise the added value of the Alliance and make a case for it to internal and external audiences.

Throughout 2022, six steering committee meetings were organised with a decreased recurrence from the summer and a focus on strategic decisions rather than processes and ways of working.

By the end of 2022, the advisory committee was established. This body aims to provide strategic guidance to the Alliance and the steering committee. It played a critical role in bringing alternative views to the steering committee, especially by pushing for a clearer definition of gender that includes gender minorities beyond women. The advisory committee also emphasised the importance of embedding intersectionality beyond our target groups and including feminist leadership and governance as a key focus of our capacity building.

LEARNING & INSIGHTS

The team's facilitation style, recruitment of high-level and qualitative consultants to support the Position paper and the Learning, Monitoring & Evaluation framework, and NEF's support in administrative and financial processes were all recognised as drivers for creating an engaging and safe space.

In the future, peer-learning moments will be systematically embedded in the steering committee meetings. Strategic discussions will increasingly be the focus, and operational ones will be more delegated to the team.

As the learning question on the value for members was answered positively in 2022, it would be useful to reframe this around improving our impact as a pooled fund. Thus, we will start discussing the best practices of grantmaking the Alliance wants to experiment with in the future. This includes applying intersectionality in our work beyond the target groups we support, integrating a Diversity, Equity, and Inclusion in relation to the process NEF is currently undergoing, and moving to participatory grantmaking and trust-based philanthropy practices. The objective is to have a work plan by the end of the year.

In the coming year, we will also work better with the advisory committee. They will be solicited at the scoping stage of the next call for proposals to ensure better insights from their end. We will also explore how we can partner with them in our learning journey around best practices in grantmaking.



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Objective 4: Mobilise the philanthropic community to support gender equality in Europe

RESULTS

In 2022, the Alliance achieved a significant milestone in developing and stabilising the initiative. Two new members joined the Alliance, bringing the total number of members to five. Additional commitments from both current and new members tripled the initial budget of the Alliance for the period of 2021-2025. Securing partnerships and budgets until the end of 2025 enabled the Alliance to start planning work beyond the pilot phase and envisage more long-term impact.

By the end of 2022, six other funders had expressed a concrete interest in joining the Alliance at a later stage. New and potential funders listed several reasons for joining the Alliance, including collaboration with other donors, raising awareness to peers, funding directly for gender equality in Europe, continuing funding despite strategic changes, expanding focus topics beyond those currently addressed, funding other types of organisations, and learning about gender equality in Europe beyond their focus countries.

ACTIVITES

The main activities that were engaged to achieve those results were the following:

- **Positioning:** The Alliance developed a [position paper](#) that included its inclusive, holistic, and intersectional gender approach. The paper also targeted small frontline organisations falling through the cracks of funding. This created clarity about the Alliance's added value to potential funders.
- **Growth strategy:** In early 2022, the Alliance developed and implemented a growth strategy throughout the year. This approach helped answer prospects' questions and identify why they would join. However, as it was time-consuming, a refocus on the growth priorities would be necessary for the future.
- **Development of communication activities:** In early 2022, the Alliance published [a press release](#) on its website and [an editorial](#) in Alliance magazine, reaching 32,000 readers to share the results of the 2021 COVID fund for solidarity. In May 2022, we developed a communication strategy and rebranded our [website](#) to make it more attractive. The "[Get Involved](#)" section made a business case for why to join the Alliance. Additionally, the Alliance published two blog articles (accessible [here](#) and [here](#)) highlighting the achievements of its grantees. In October 2022, the Alliance launched its [LinkedIn page](#), reaching around 800 followers by the end of December 2022. These communication activities helped raise the Alliance's profile overall and we can assume indirectly contributing to our donor's mobilisation objective.
- **Participation in events:** The Alliance also participated in ten events, including three donor-focused events. Philanthropic network conferences such as Philea or EVPA were identified as valuable places to make new connections or have follow-up discussions with current prospect foundations.

LEARNING & INSIGHTS

Based on the previous comments, we will make the following adjustments next year:

We will review our growth strategy, clarifying which type of funders we would like to attract and ensure the retention of current members. This will be the topic of a strategic discussion with the steering committee in 2023.

We should dedicate communication events to donor's mobilisation instead of inviting foundations to events with multiple objectives and targets. Therefore, we plan to organise one public event in 2023 and continue participating in events organised by key players in the philanthropic sector.

We will also upscale our communication activities by including more specific activities on awareness-raising, advocacy, and perfecting the Alliance narratives. In 2023, we will articulate a concrete work plan on awareness-raising, advocacy, and communication for different targets, with the primary one being other foundations.

OUR PERSPECTIVES IN 2023

In 2023, the Alliance will engage in the following **strategic processes**:

- Design and implementation of the Funding+ framework.
- Development of a communication, awareness-raising and advocacy strategy and work plan with upscaled activities and refined narratives.
- Discussion and design of a work plan to implement inclusive and trust-based grant-making practices, eventually starting to pilot some actions.
- Revision of the growth strategy.

