IDF Strategic Plan Executive Summary
2023 – 2025

Gender equality and parity are “fundamental prerequisites for a safer, more peaceful, more sustainable world for all.”

- UN Secretary-General, Antonio Guterres
<table>
<thead>
<tr>
<th>Table of Contents</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Vision</td>
<td>p. 3</td>
</tr>
<tr>
<td>IDF Theory of Change</td>
<td>p. 4</td>
</tr>
<tr>
<td>Strategic Plan Outline</td>
<td>pp. 5-9</td>
</tr>
<tr>
<td>Geographic Focus</td>
<td>p. 10</td>
</tr>
<tr>
<td>Lenses for Grantmaking</td>
<td></td>
</tr>
<tr>
<td>- Gender Balance Continuum</td>
<td>p. 11</td>
</tr>
<tr>
<td>- Faith Based, Faith Inspired Continuum</td>
<td>p. 12</td>
</tr>
<tr>
<td>- Community Driven Development Continuum</td>
<td>pp. 13-14</td>
</tr>
<tr>
<td>Alignment Criteria for Grantee Partners</td>
<td>p. 15</td>
</tr>
<tr>
<td>Attributes IDF Looks for in Partners</td>
<td>p. 16</td>
</tr>
<tr>
<td></td>
<td>p. 17</td>
</tr>
</tbody>
</table>
MISSION
Motivated by our faith and a commitment to the inherent dignity and common humanity of all people, we invest around the world in visionary and impactful organizations working to advance universal human rights, gender balance, justice, and spiritual holism. Our mission is to co-create a more just, free, and sustainable world in which all human beings can thrive and flourish together.

VALUES & APPROACH
We believe in the inherent dignity, agency and common humanity of all people. We appreciate the faith motivation of many change agents, center trust in our relationships, approach our work with curiosity, humility and a spirit of good stewardship. We believe in the power of love to bridge and repair divides across gender, racial, ethnic, and socioeconomic lines. We believe that change is an organic process and what excites us most is change driven and led by people working in their own contexts and communities.

INTENDED IMPACT
Girls and women in marginalized communities in targeted geographies are flourishing in a world marked by mutuality and interdependence.

THEORY OF CHANGE
Through its grants and ‘beyond the check’ support to grantees, IDF drives resources to organizations that center the agency and needs of women and girls, strive to address the deeper roots of gender-based injustice, and are led by inspired change agents who are rooted in and accountable to their communities. In addition, through investments of assets in IDF’s corpus, IDF increasingly enables growth in social enterprises that are often run by women, employ women, and produce goods and services that benefit women. Finally, through its Girl Child Long Walk to Freedom project, IDF also offers a reading journey, fellowship program and online community to engage people of faith around the world to work to transform the stubborn, deep patriarchal roots that live on within our world’s faith traditions and likewise in our own hearts, minds and collective consciousness.

IDF’s assumption is that these activities, coupled with a conscious effort to catalyze more and better philanthropic giving from wealthy people in the founders’ networks and a deep commitment to relational, trust-based partnerships, will lead to 1) an increase in wellbeing, capacities and effectiveness of IDF’s grantee partners, 2) growth in women-run and women-serving social enterprises, and 3) increased action by faith-based change agents to transform patriarchal norms. With locally rooted change agents and entrepreneurs supported by IDF and partners leading the way, these outcomes will contribute, ultimately, to growing numbers of girls and women in marginalized communities demonstrating agency and improving their living conditions, flourishing in a world marked by mutuality and interdependence.

See the ToC Diagram on the next page, including an attempt to capture possible outcome and impact indicators for ongoing assessment in support of mutual learning and accountability.
Emerging Theory of Change

**ACTIVITIES/ STRATEGIES**

- Demonstrate radical generosity/ good stewardship of wealth and catalyze more thoughtful and increased philanthropy
- Model trust-based philanthropy, putting grantee partners (GPs) in the lead, supporting soul care/well-being, and cultivating relationships of mutual learning and accountability for impact
- Disseminate key learnings and periodic impact reports
- Provide multi-year, unrestricted funding to aligned GPs.
- Provide additional, tailored grants and support to strengthen connections and capacities of GPs (at local service delivery and ecosystem levels)
- Invest IDF corpus in values-aligned multiple return funds that have positive social impact, especially on women
- Mobilize, convene and support faith-based Girl Child champions and change agents, including engagement of men and boys as allies

**OUTCOMES & KEY INDICATORS**

- Increased giving by wealthy people in the founders’ networks
- Improved GP perception of genuine partnership toward shared aims
  - **Indicators:**
    - Levels of giving catalyzed by IDF as reported by peers in IDF founders’ networks
    - Level of satisfaction of GPs per anonymous surveys
- Strengthened ecosystems and increased GP wellbeing, capacities and effectiveness (thematic and geographic areas of focus)
  - **Indicator:**
    - Levels of funds and connections/relationships mobilized per annual reporting
- Growth in women-run and women-serving social enterprises
  - **Indicator:**
    - Relevant SDG indicators
- Increased action by faith-based change agents to transform patriarchal norms
  - **Indicator:**
    - Actions taken within change agents’ institutions and communities

**IMPACT & KEY INDICATORS**

- Holistic and sustainable flourishing of girls and women from marginalized communities in geographic focus areas
  - **Indicators:**
    - Girls and women’s beliefs and attitudes in support of their change-making capacity;
    - Girls and women’s knowledge and skills to pursue change;
    - Socio-cultural norms that affirm equality of all human beings, confront harmful masculinity, and enable girls and women;
    - Relevant SDG indicators
Imago Dei Fund – 3 Major Goals

1. Expand and Assess Impact
   A. Expand Depth and Breadth of Grantmaking
   B. Improve Grantmaking Transparency
   C. Build Out Impact Investing
   D. Inspire/Influence
   E. Establish IDF’s Impact Assessment Approach

2. Strengthen Learning, Feedback and Communications
   A. Continue to Build Learning Culture
   B. Deepen How We Partner
   C. Improve Communications
   D. Explore More Proximate Grantmaking

3. Strengthen Organizational Design
   A. Align Team to Strategic Priorities
   B. Further Develop Systems and Team Ethos
   C. Diversify Pipeline and Voices Informing IDF Work
   D. Identify Key Partners in New Geographies
Goal 1. Expand and Assess Impact

A. Expand Depth and Breadth of Grantmaking
   - Continue with commitment to East Africa and a multi-pronged approach (primary focus countries: Uganda, Kenya, Rwanda, Burundi, Tanzania, Malawi)
   - Be good neighbors in Boston - strong faith focus supporting diaspora, refugee, immigrant communities and communities of color and partnering with an eye towards gender and racial equity
   - Selectively expand Haiti grantmaking informed by IDF’s Haitian network in Boston and in country
   - Expand efforts to combat Commercial Sexual Exploitation (CSE), including expanding in SE Asia

B. Promote Grantmaking Transparency
   - Build out and share IDF’s Theory of Change incorporating Girl Child Long Walk (GCLW)
   - Clearly explain and share IDF’s selection criteria and decision-making process

C. Build Out Impact Investing
   - Review current holdings in corpus for values alignment
   - Create an Impact Investment Policy Statement
   - Increase IDF’s impact investments with a focus on women entrepreneurs / women’s economic opportunities and on environmental sustainability / climate change mitigation and adaptation
   - Join impact investing learning communities and identify potential consultants for impact investing advice and support
   - Learn from impact investing experience over time and adapt IDF’s approach accordingly
Goal 1. Expand and Assess Impact

D. Inspire/Influence

- Continue learning from various models of influencing other wealth holders to move more assets sooner and implement action plan
- Explore opportunities for IDF to share its grantmaking practices and values with broader funding field - lead with values and in solidarity with partners
- Continue to seek opportunities to highlight grantee partners
- Engage more deeply in networks and alliances that are values-aligned and have overlapping missions

E. Impact Assessment

- Finalize metrics and plan for assessing impact over time (grounded in IDF’s theory of change)
- Develop with grantee partners a framework for mutual learning and assessment of impact
- Review and potentially refine the ways in which IDF collects key learnings and impact data from our grantee partners with partner input
- Showcase partners’ learning and demonstrated impact through various channels
Goal 2. Strengthen Learning, Feedback and Communications

A. Continue to Build Learning Culture
   - Maintain Frontier Fund and participation in various internal and external fora for continued learning on racial justice, refugees, climate change and their intersections
   - Invest in learning from faith-driven efforts to shift patriarchal norms to better enable girls and women to thrive

B. Deepen How We Partner (with existing partners for priority themes and geographies)
   - Continue to build trust with existing grantee partners through regular communications and feedback (including periodic anonymous feedback)
   - Survey partners on specific topics they are prioritizing for their own learning
   - Explore with grantee partners ways IDF can support opportunities for learning/training/coaching

C. Improve Communications
   - Hire external consultant to conduct a full communications audit for all IDF and GCLW functions
   - Develop a communications plan aligned with IDF’s new strategy
   - Upgrade IDF website, explore additional ways to make newsletter more impactful and consider role of social media
   - Add team member to play point on communications for IDF and GCLW
   - Improve ability to amplify the amazing work of grantee partners
   - Improve coordination and connection between the GCLW and IDF’s broader work

D. Explore More Proximate Grantmaking
   - Continue to build out intermediary and regranting partners and learn from their experience
   - Design and pilot a participatory Seed Fund to support GCLW Fellows
   - Look for opportunities across grantmaking focus areas to do direct giving - start with CSE
Goal 3. Strengthen Organizational Design

A. Align Team to Strategic Priorities
   ● Update current team job descriptions, reporting relationships, and organizational chart to reflect shared leadership and more collaborative structure
   ● Create and implement a multi-year staffing/HR plan for future growth - consider additional bandwidth to help with:

B. Develop Systems and Ethos
   ● Increase cross team communications and collaborative ethos
   ● Improve coordination between IDF and GCLW
   ● Determine systems enhancements needed for greater efficiency, simplified tracking of key data, and optimal grantee partner engagement
   ● Create a learning track for individual team members and collectively

C. Diversify Pipeline and Voices Informing IDF Work
   ● Explore opportunities to create more diverse input into sourcing grantmaking pipeline
   ● Work with existing grantee networks and invite to recommend other partner entities for IDF consideration
   ● Coordinate with other funders with open application process or competitions - utilize their due diligence
   ● Pilot use of advisors to help guide IDF’s focus areas, selection of grantees and ways of working

D. Identify Key Partners in New Geographies (particularly SE Asia)
   ● Research and tap into funding partners and learning communities focused on CSE in S.E. Asia
East Africa - Primary Focus on:
- Uganda
- Kenya
- Tanzania
- Rwanda
- Burundi
- Malawi

Southeast Asia - Primary Focus on:
- Cambodia
- Thailand
  (other countries to be determined)

Caribbean - Primary Focus on:
- Haiti

Greater Boston / Domestic US
(Domestic where there are meaningful ties to IDF’s work in Boston and/or high alignment with IDF’s values and priorities)

Global
(Global where providing influential leadership in domains that align closely with IDF’s values and priorities)
IDF works in various focus areas and utilizes the following lenses:

**Gender Balance**
- “A world where inequalities persist is a world out of balance. We partner with organizations with active strategies to co-create a world where the masculine and the feminine exist in balance, mutuality, and justice rather than in hierarchy.” - IDF Website

**Faith/Inspiration**
- “Motivated by our Christian faith, our love of humanity, and our shared commitment to accomplish good things together, we partner with visionary and impactful organizations to restore the imago dei “image of God” in our world where it is most threatened and vulnerable.” - IDF Website

**Community Driven Development**
- “We are particularly led to holistic approaches which tap into and unleash a process of indigenous-led, community-driven social transformation, addressing the needs of the whole person - body, mind, and spirit - and seeking to address the deeper roots of underlying humanitarian problems.” - IDF Website
Lenses for Grantmaking

Gender Lens

**Gender Blind / Gender Unaware:** does not recognize gender issues and tends to aggravate existing gender inequalities.

**Gender Neutral:** gender issues recognized, but nothing is done about them so tends to reinforce gender inequality.

**Gender Aware / Gender Sensitive:** explicitly address practical gender issues (improve daily condition) but does not try to transform gender relations.

**Gender Transformative:** gender issues well-recognized; explicit intention to transform unequal gender relations. Effort goes beyond addressing practical issues - seeks to improve the social position (how they are valued by society) of women as girls as well as the full realization of their rights and the rights of all persons including men and boys.

Borrowed from Mama Cash
Lenses for Grantmaking

Faith Lens – for selecting GPs generally:

Overall intent is to support visionary, effective leaders (social entrepreneurs and grassroots changemakers) who share IDF’s values and focus on girls and women flourishing, with a particular desire to support Christian faith-based or -inspired leaders.

From Secular to Faith-Based

1. Secular
   • Leader not faith inspired, nor is the organization faith based, but...
   • Values, vision and strategy alignment

2. Faith-Inspired
   • Leader is inspired by faith
   • Organization not explicitly faith based
   • Values, vision, and strategy alignment

3. Faith-Based
   • Leader and organization are explicitly faith based
   • Values, vision and strategy alignment
Lenses for Grantmaking

Faith Lens – for Churches and FBOs:
Intent is to support FBOs with women in leadership and an egalitarian approach to gender working on girls and women flourishing in their institutions/communities.

Most aligned with IDF

Theological View on Gender

1. Patriarchal
   - Male headship/domination
   - Women as lesser beings
   - Tight restrictions on women’s roles (always subservient)

2. Complementarian
   - Both men and women have inherent value as image bearers, but...
   - Men and women have separate roles, and women are not allowed in certain roles, especially leadership positions

3. Egalitarian
   - Men and women have equal worth
   - Women have equal right and opportunities to serve, including in formal leadership positions
Lenses for Grantmaking

CDD Lens

• Externally led effort-
  Design and implementation led by someone from outside the community being served. No input from community/end user.

• Participatory Design-
  External group chooses project. It is then co-designed and implemented with community/end user.

• Community-Driven Development
  Community/end user selects project, designs and implements project, has decision-making over financial resources used to do the project. External partner dictates and facilitates process.

• Community Led Community Driven Development –
  Led by the community and/or by a community leader, community/end user selects project, designs and implements project, has decision-making over financial resources used to do the project.

Most aligned with IDF
Alignment Criteria for Grantee Partners

Either directly or through intermediaries, IDF supports mainly…

1. Organizations led by visionary, effective leaders who share IDF’s values, vision and strategic goal of girls and women thriving

2. Organizations that are challenging patriarchal norms (i.e. social norms that sustain a system in which men hold primary power and predominate in roles of political leadership, moral authority, social privilege, and control of property)

3. Organizations that are faith-based / faith-inspired (at least 2/3)

4. Organizations that are locally rooted and community-driven (along with some ecosystem grantees supporting them while working more at an institutional and/or policy level)

5. Organizations that strive to be accountable to the communities they serve, and especially the most marginalized community members

6. Organizations that, with catalytic funding, are poised for significant impact

7. Organizations that are women-led (or where male-led, characterized by gender balanced leadership teams and boards), ideally with meaningful representation of women from the communities served.
Attributes IDF Looks for in Partners

Leaders

- Effective leaders
- Inspired leaders
- Learning Orientation
- Humility
- Systems change thinkers
- Collaborative / bridge builders
- Ecosystem awareness
- Connectors
- Understand the problem they’re trying to solve

Organizations

- Effective organizations
- Well-run organizations
- Potential for scale (deep & wide)
- Commitment to learning, improvement and increased impact over time
- Clear organizational strategy
- Priority for most marginalized/vulnerable