Dining for Women

Strategic Business Plan

CONFIDENTIAL

Board Approved August 22, 2019
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Executive Summary

Dining for Women began as a simple model of women gathering in small groups, learning about ways to advance the well-being of women and girls around the world, and giving to grassroots efforts to fight gender inequality in developing countries. The idea that harnesses the collection action of people and amasses small gifts, was so compelling that it garnered national media attention and launched a global giving movement driving transformational social change.

Over the past sixteen years, Dining for Women has stayed true to its founding values and principles, but has evolved as the world in which it works has also changed. World-wide, although fewer people are living in poverty, poverty remains especially severe in parts of sub-Saharan Africa marked by violent conflict, severe climate change, weak governance, and broken health and education systems. These issues disproportionately impact women who are subject to sexual violence, malnutrition, restricted opportunities to receive an education, and a lack of healthcare. The scope and scale of these issues combined with the growing sophistication of Dining for Women’s members regarding these issues has been a driving factor in the evolution of Dining for Women’s business model. It has become a sought-after partner in advocacy and dissemination of information by international organizations tackling the root causes of poverty and gender inequality. The addition of staff to the Dining for Women model has built capacity to respond to opportunities while also recognizing the changes in where, when, and how people volunteer.

The changing external environment, opportunities for greater impact, and the need to rationalize and consolidate growth called for a thorough examination of the organization’s past and future and the development of a strategic plan. The plan developed by board and staff with significant input from internal and external stakeholders, formally recognizes, articulates, and builds upon changes that have been happening over the past several years. Dining for Women has grown to be a powerful combination of giving, learning, and community building.

This plan envisions taking advantage of opportunities in the operating environment — especially the growing will to advance gender equality and Dining for Women’s higher profile as a desirable partner — to more comprehensively support and create change. Acknowledging the role that learning and community building play in the Dining for Women model provides a potential path for the organization to tap philanthropic resources and major donors as a larger portion of organizational revenue. The plan also anticipates growth in the number of chapters as the three-part approach (giving, learning, community building) responds to trends around the desire to create social good and change-making.

To support the work envisioned in this plan, Dining for Women will revise its staffing model adding chapter support, internalizing the outsourced financial function, and transforming the President’s role from internally to externally facing, allowing her to facilitate relationship building and fund development. New communications strategies, a more robust website, and better use of technology will advance the organization’s agenda more rapidly.

Through this plan, Dining for Women anticipates creating 400 new chapters, tripling its grant funding, and building its capacity to strongly advocate for gender equality.
Background

Dining for Women was founded in Greenville, South Carolina in 2003 by Marsha Wallace and Barb Collins — two women whose backgrounds made them uniquely called to launch a global movement that harnessed the collective action of people who share the vision for an equitable world for all.

Marsha Wallace, a former obstetrics nurse and educator, was at a crossroads in her life when she read an article about a group of friends who met for potluck dinners and collected donations for needy families using the money they would have otherwise spent in restaurants. Marsha was struck by the idea of using “dining out dollars” to help others. On her birthday in January 2003, she invited some friends to her home to celebrate, and $750 was raised for Women for Women International, a nonprofit that supports marginalized women affected by war and conflict.

Barb Collins devoted her career to infusing innovation into nonprofit mission impact strategies and, in 1999, she took a life-altering trip to Tanzania where her father was helping the Lutheran bishop develop leadership with his staff. Returning home lit a flame that lingered in her for reaching across the oceans to keep opening doors of opportunity for the remarkable women she met. On the night of the first chapter meeting, Barb’s passion and experience merged into her calling. She began researching and finding organizations that would ensure that DFW’s collective grants would be in the hands of women and girls.

Dining for Women received its 501(c)3 status in 2004. In 2005, the organization was included in a “New Ventures in Philanthropy” national study on giving circles — an important milestone because it increased the young organization’s profile and led to significant growth in the years to come. Following the publication of the study, Dining for Women received explosive, unsolicited media coverage, including features in USA Today, New York Times, Good Morning America, Oprah Magazine, Redbook, Women’s Day, Huffington Post, and shout outs in Nickolas Kristof’s bestselling books, Half the Sky and The Path Appears.

Then in 2012, when Dining for Women was featured on NBC’s Nightly News with Brian Williams, the organization learned the value of scalable infrastructure when the website crashed from 200,000 hits, and hundreds and hundreds of donations and chapter applications were received, nearly paralyzing DFW with unprecedented growth. Suddenly, DFW became the largest giving circle network in the world dedicated to women and girls.

The rapid growth demonstrated the need for a more sustainable model. While Dining for Women did and still does rely on highly motivated and committed volunteers, the organization had reached a point at which more formal policies and structure were needed, along with staff. As the number of members and chapters reached a pivotal point, the collective donations exceeded the featured and sustained grants awarded in a given year. This led to the need to change the funding model and find new ways to disperse funding. Fueled by the generosity of members, DFW was able to develop partnering opportunities that measurably multiplied its impact throughout the world.
Not only has Dining for Women changed since its founding, but its operating context has also changed. When it began, the notion of giving circles was just beginning to emerge as a form of democratized philanthropy. Growth in the popularity and understanding of giving circles enabled Dining for Women to happily accept that label. Although Dining for Women still, in part, fits the definition of a giving circle, its model has grown and offers nuance and depth that goes beyond the act of coming together to support a cause. There’s a “secret sauce” that’s been hard for Dining for Women to articulate as a dining experience has proven to be as transformative for participants in the U.S. as it has been for women and girls supported by the funds raised by chapters. As a result, Dining for Women has become not only a vehicle for giving, but a learning and advocacy model.

In May 2018, the United States Institute of Peace opened its door for Dining for Women’s fifteenth anniversary celebration. With a very successful event behind it, Dining for Women felt it was time to develop a strategic business plan to guide its future, reflective of the ways in which it has grown and changed and responsive to the rapidly changing world around it.

**Mission, Vision, Values**

Organizational strategy is “a coordinated set of actions aimed at creating and sustaining a competitive advantage in carrying out the nonprofit mission.” This plan follows the definition of strategy in articulating connected activities that use the distinguishing strengths of Dining for Women to achieve its mission.

The plan is also informed by the values and vision of Dining for Women which, along with the mission, provide important guidance regarding the strategies and activities the organization will pursue and the way in which it will operate.

**Core Beliefs**

Dining for Women’s core beliefs ground the organization in a set of principles that, since its founding, have informed both its external facing work and its operations.

- All women have the right to equality, dignity, and security, and an opportunity to be self-sufficient.
- Ensuring gender equality is key to overcoming poverty, and transforming families, cultures, and future generations.
- Education creates awareness. Awareness develops into interest. Interest fuels action.
- Collaboration empowers giving and transforms the giver and the receiver.
- We act with integrity and purpose.
Vision
Dining for Women envisions a world where every person has the same opportunities to thrive regardless of their gender or where they live.

Mission
Note: updated by the board on 4/12/19.
Dining for Women cultivates the collective power of community to achieve global gender equality.

Big Questions
Development of the plan has also been informed by the big strategic questions facing the organization. Big questions arise from three sources. They may be a new strategic opportunity that, with well-timed and executed effort, can measurably improve the ability of the organization to achieve its mission. They may emerge from a competitive challenge impacting your organization’s ability to attract funding, members, consumers, staff, media attention, etc. or a business model challenge which, due to changes in the external environment, impedes the ability of an organization and its competitors in achieving its mission.

During the initial information gathering phase, several different constituencies within Dining for Women were consulted regarding the big strategic questions they believe should be considered. This included regional leaders for their “on-the-ground” understanding of factors influencing or confronting the chapter network, and staff and board members for their understanding of the external operating context of Dining for Women, competitive position, and new opportunities.

The big questions identified were:

- Does the current business model of Dining for Women support growth in the numbers of chapters/members and in the amount donated by members in order to achieve its mission and realize its vision? If not, how can we adapt it?
- How can our education program influence our overall mission?
- How do we effectively respond to trends in demographics, use of technology, and social interaction to remain vibrant and viable through generational change?
- How can we be a more strategic grant maker and how can our grants and partnerships create systemic change?
- Are there opportunities to partner or collaborate with others in advocacy, programs, and administration that we are not pursuing and should?
- Do we define ourselves in ways that open or close opportunities?
  - Does our identity as “giving circles” prevent us from accessing philanthropic dollars to support our educational focus and advocacy?
Does our name deter younger prospective members?

- What should our board membership and governance structure look like to achieve our mission and vision in the future?
- How can we become a more diverse and inclusive organization?

Summary of Trends

In order for Dining for Women to be truly sustainable and remain relevant, the organization needs to be responsive to its environment, both within the United States and globally. To do so, it is important to have an awareness of the trends impacting the volunteers, members, and women and girls supported by the funds raised. A number of those trends are summarized here, and were considered as Dining for Women developed its organizational, programmatic, and operational strategies. A more complete analysis of trends, including a number of charts and graphs and all citations, are included as Appendix D.

Sector and National Trends

As a country, the U.S. is increasingly diverse. The White population is set to decrease from 80 percent in 1980 to 59 percent by 2020, with the most significant growth occurring in the Latino population. By 2040, the country as a whole will be majority-minority, with the most diverse states being those on both coasts and in the South. This growing diversity and shift in demographics will likely be an important consideration when strategizing engagement and recognizing issues that impact women and girls.

Volunteerism is at the core of Dining for Women’s business model, and it will be important for the organization to pay attention to changes in the way members volunteer in order to best engage them. Since the Bureau of Labor Statistics began tracking volunteerism in 2002, there has been an overall decline in the number of people volunteering. Furthermore, with more women in the workforce and more families requiring two incomes, the number of working age women available to volunteer and engage in supplemental work has dropped dramatically. On the other hand, with increased attention paid to community service in high schools and colleges, the number of young people volunteering has increased. Both shifts will impact who the organization recruits for volunteer positions and how best to identify those people in the first place.

Consideration of how women give to charity will also help the organization be strategically placed to collect donations. Women are more likely than men to give to nearly every charitable subsector, with the exception of sports and recreation, and it is known that women tend to spread their giving out, giving to more organizations than men. Research on collaborative giving has shown that women are far more likely to participate in philanthropy with others and pool their money as donors. Boomer women are more confident and strategic in their philanthropy, while Millennial women are more likely to lead with their hearts and take a more social approach to giving. Millennial women are also more likely to discuss and encourage giving among their peers and make philanthropy an emotional part of their relationships with spouses and partners. Regardless of generation, women’s overall approach to giving is distinct from men’s. Women are more spontaneous, engaged, and empathetic.
Global Trends

Current projections state the number of people in extreme poverty will stagnate at over 500 million, though in the worst-case scenario, that number could begin to rise again. The reason for this lies in two demographic trends. First, as extreme poverty disappears from many places, including China and India, it becomes increasingly concentrated in many countries in Africa. Poverty is especially severe in parts of sub-Saharan Africa marked by violent conflict, severe climate change, weak governance, and broken health and education systems. More and more, extreme poverty will be a feature of life only where people’s opportunities to overcome it are brutally limited. Second, these countries are growing faster than every other place in the world. Births are concentrated in the places where poverty is concentrated. A growing proportion of babies will be born in places where adults have to devote most of their resources to survival, leaving very little to invest in their families, their communities, and their countries. This dual phenomenon of persistent poverty in fast-growing places explains why, by 2050, more than 40 percent of the extremely poor people on the planet are projected to live in just two countries: the Democratic Republic of Congo and Nigeria.

Violence against women is a significant public health problem and globally pervasive, as well as a fundamental violation of women’s human rights. Overall, 35 percent of women worldwide have experienced either physical and/or sexual intimate partner violence or non-partner sexual violence. Most of this violence is intimate partner violence; worldwide, almost one third of all women who have been in a relationship have experienced physical and/or sexual violence by their intimate partner. The variation in the prevalence of violence seen within and between communities, countries, and regions highlights that violence is not inevitable, and that it can be prevented. There is a clear need to scale up efforts across a range of sectors, both to prevent violence from happening in the first place and to provide necessary services for women experiencing violence.

War and conflict spur much higher rates of sexual violence and render women acutely vulnerable to poverty, the loss of jobs, and the destruction of assets such as homes. Essential health services crumble in conflict and post-conflict countries. Often the only recourse is to flee within countries or across borders. According to the United Nations Refugee Agency, women comprise 49 percent of the refugees worldwide (based on available data) mostly as a result of conflict, and are often put at greater hardship than men in these situations based upon their gender.

Another global issue that disproportionally affects women is climate change. UN figures indicate that 80 percent of people displaced by climate change are women. Although natural disasters cause widespread and often inescapable destruction, they do not affect all people equally. More marginalized populations — including women — tend to be unduly negatively impacted when calamities like hurricanes, tornadoes, or earthquakes strike.

These global trends outline some of the most pervasive and substantial issues facing women and girls around the world. Dining for Women needs to understand these issues and the circumstances that perpetuate them in order to effectively engage their membership.
Competition / Competitors

Giving Circles

On the surface, Dining for Women presents a simple giving circle model — it brings together women on a monthly basis to learn about an issue and a country through the lens of a specific grantee organization and then collects donations for that organization. These donations are then aggregated and sent to the featured organization in the form of a grant. This would place it in competition with other giving circle models. A 2017 study\(^1\) of more than 1,000 giving circles accompanied by survey responses from 358 circles notes that 53 percent direct funds raised to women and girls. Giving circles are also notably dominated by women as members. Of 706 claiming a common gender identity, women’s circles accounted for 90 percent. Overall, 76 percent of giving circles note that women account for more than half of their members.

One aspect of the giving circle model that has sustained its popularity, even in the face of growth in crowdfunding and similar online giving, is the creation of a sense of community. Despite offering a sense of community, the majority of giving circles are large.

Dining for Women is differentiated from other giving circle models in several dimensions:

- **Dining for Women sets no minimum donation to participate in its chapters.** It is a highly democratized example of a giving circle. Chapter participants are encouraged to consider what they would have spent on a restaurant meal (based on its origins) but are not required to give any specific amount. This is unlike 85 percent of giving circles which have a minimum gift requirement ranging from four dollars to two million dollars (with an average donation of $1312 and median donation of $400). This minimum is often connected to the right to vote or decide together on recipients of funds donated. At Dining for Women, a committee is utilized for the funding decision.

- **Dining for Women focuses its giving internationally — specifically in the developing world.** The vast majority of giving circles are locally focused, and even those that expand beyond the local community remain domestic.

- **Dining for Women’s chapters are smaller than most.** The average size among giving circles included in the study was 116, the median was 50 individuals and the most common number was 100. The smaller size of Dining for Women’s chapters creates deeper relationships and stronger bonds, but presents challenges in ensuring sufficient capacity at the national level to support chapters.

Advocacy / Policy

Dining for Women has several features that differentiate it from others working in the advocacy / policy space. First, it is national and non-partisan. Its ability to connect with members of Congress in both left- and right-leaning districts is unusual. Individuals involved in Dining for Women possess a very high level of knowledge and expertise on issues of gender and poverty. This is a direct result of the chapter model, which incorporates learning into every meeting. The depth of relationships at Dining for Women means it is a network that can be quickly activated around issues of importance to those involved in the organization. That type of informed, ready, grassroots network is extremely valuable to prospective partners that may have higher levels of influence or access and/or research shops but which lack the on-the-ground presence that can be the difference between success and failure in promoting an advocacy agenda.

Learning

Another aspect of Dining for Women is the information it provides to its members. Selected grantees are required to provide a video for use in meetings so that every member can directly hear their story. This is supplemented with data on the issues and the country in which the grantee works. The combination of big picture and relatable examples brings issues to life in a very real way for members. This is a powerful differentiating aspect of the Dining for Women model.

Empowerment

The old saying “knowledge is power” might be modified to “knowledge creates power” in the case of Dining for Women. The focus of Dining for Women is achieving gender equality in countries where women are denied education, treated as property, forced into marriages at very young ages, sold into slavery, have little or no access to healthcare, and are prevented from being economically self-sufficient. All of these issues tie back to patriarchal structures that repress women and deny them rights. Delving into the ways systemic misogyny prevent women from living the lives they choose and living them fully inevitably connects to women’s experiences in the U.S. The level of impact may be different, but the truths are the same whether it’s a woman in the U.S. who can’t leave an abusive relationship because she is trapped in a low-wage job or a woman in Guatemala in the same situation. The experience of women is universal, simply felt in different degrees. Coming to this realization has been a transforming experience for many of the women who are involved in Dining for Women. “Sisterhood” isn’t just a concept that applies to the close relationships formed in chapters, but to the common experience of women worldwide.

A chart comparing Dining for Women to several types of competitors is included at Appendix E.
**Competitive Advantage**

Dining for Women’s competitive advantage lies at the intersection of its various spheres of competition. The Dining for Women model:

- Humanizes complex issues and makes them more easily understood and relatable
- Builds community at several levels — local (chapters), national (network), international (grantees and partners)
- Creates an informed network able to be activated around global issues impacting women

**Identity Statement**

The identity statement offers a snapshot of what an organization aspires to accomplish, why it exists, its place in the “market,” and its business model.

<table>
<thead>
<tr>
<th>Mission</th>
<th>Dining for Women cultivates the collective power of community to achieve global gender equality.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Result / impact (vision)</td>
<td>Dining for Women envisions a world where every person has the same opportunities to thrive regardless of their gender or where they live</td>
</tr>
<tr>
<td>Whom we serve</td>
<td>Women and girls in the developing world&lt;br&gt;Members&lt;br&gt;Partner organizations and allies&lt;br&gt;Recipients of foreign aid&lt;br&gt;Prospective members (general public)</td>
</tr>
<tr>
<td>Where we work</td>
<td>We serve our members in the U.S. and women and girls (through grantees and partners) in the developing world</td>
</tr>
<tr>
<td>What we do/how we do this (programs)</td>
<td>Giving&lt;br&gt;Learning&lt;br&gt;Advocacy to influence policy&lt;br&gt;Volunteerism&lt;br&gt;Community building&lt;br&gt;Engagement of members and others</td>
</tr>
<tr>
<td>Our competitive advantage</td>
<td>Humanizes complex issues and makes them more easily understood and relatable&lt;br&gt;Builds community at several levels – local (chapters), national (network), international (grantees and partners)&lt;br&gt;Creates an informed network able to be activated around global issues impacting women</td>
</tr>
<tr>
<td>How we are funded</td>
<td>Member donations; Grants from philanthropic partners; Corporate sponsorships; Corporate matching dollars</td>
</tr>
</tbody>
</table>
**Organizational Strategy**

Dining for Women cultivates and activates a philanthropic learning community, primarily in the U.S., supporting women and girls around the world and builds global awareness of the economic, physical, spiritual, and social impact of gender inequality.

**Programmatic Strategies**

To implement its organizational strategy and achieve its mission, Dining for Women will pursue three linked programmatic strategies designed to build community, educate members on key issues that affect gender equality, and to make grants to address those issues.

Dining for Women has an opportunity to use its competitive advantages to grow its network and impact. This opportunity derives from both the success Dining for Women has realized and external trends that are drawing attention to barriers faced by women and girls in achieving economic and social equality. This growth strategy must, though, also consider other trends especially those around volunteerism and activism.

**Giving**

Dining for Women’s giving program will:

- Connect featured grantees to an issue education agenda
- Focus on and highlight organizations and projects that promote systemic change, balancing grants to organizations surfaced through a competitive process with grants to thought partners
- Use multi-year grants to build capacity and relationships

Accomplishing the above will require some reimagining of the current approach to grant making. Dining for Women will more directly connect grants to an explicit issue-based education agenda and program. Monthly meetings will be issue focused rather than built around a featured grantee. Within the context of the issue, multiple grantees will be highlighted including “gems” surfaced through a streamlined competitive process as well as partners selected based on their effectiveness in addressing the
selected issue. Dining for Women will also shift to multi-year grants to better support greater impact and systemic change. This shift to issues opens more opportunities for members to make a difference with their philanthropy and will allow DFW to better pursue funds from major donors and philanthropic foundations interested in the selected issues.

Members have asked DFW to meet a consistently high standard in the production of videos used during monthly meetings, while expressing a high level of satisfaction regarding the write-ups produced by DFW staff. Creating an issue-based education agenda and featuring several grantees connected to that issue offers several benefits to better engage members. One is the opportunity for members to cultivate a better understanding of the issue through the lens of multiple grantees. Another is taking more control over the video production process by combining issue-based videos with clips from grantees.

Engaging both partners and grantees identified through a streamlined competitive process also offers several benefits aligned to the organizational strategy. A competitive process surfaces “gems” that may not have been found in any other way. Combining a competitive process with partner engagement allows DFW to knit together a more comprehensive systemic approach to have impact in addressing the selected issues.

Finally, feedback from grantees and experience demonstrates the value of multi-year commitments to grantees. Multi-year grants build capacity and allow grantees to focus on program delivery rather than fundraising. It can also create deeper relationships with partners and grantees through a longer arc of involvement.

**Learning**

Member education during monthly meetings has been through the lens of the grantee, i.e., members learn about the issue through cultivating an understanding of how the grantee is engaging with and addressing the issue. However, the complex economic, cultural, and social factors that reinforce inequality for women require systemic change and multiple approaches all working toward the same goal. Dining for Women can strengthen member understanding of those factors that create gender inequality by focusing on the underlying issues and highlighting multiple grantees who are — in combination — offering a more comprehensive set of solutions.

In addition to knowledge building through videos and materials provided in monthly meetings, Dining for Women will expand upon several other approaches that have proven both successful and popular with members. One is the travel program. Although member and donor travel is used by many organizations working in an international context to afford a better understanding of the context in which programs are being delivered, there is internal and external agreement that DFW does this differently — and better — than most. Many other organizations have travel programs designed to create a “high end” travel experience for major donors that is heavy on context and lighter on grantee contact or issue education. Dining for Women’s travel program focuses more on creating genuine connections with grantees and providing experiences that deepen an understanding of the challenges faced by women and girls in the
country and culture in which they are living. Expanding this program can deepen the commitment of members to address these challenges.

Multi-chapter meetings featuring a grantee have been another way that members have learned together. Dining for Women will undertake this in a more intentional way, organizing regional or multi-chapter meetings that tap members with expertise in the featured or selected issue as presenters or panelists along with grantees and partner organizations to build connections and foster deeper understanding. It may be necessary to redefine regions or define “sub-regions” to make regional gatherings more feasible.

**Community Building**

The common learning experience offered through monthly meetings has proven to be a unifying factor in building an engaged network of women in the U.S. The deep connections established within chapters is an undeniable value and strength of DFW. However, members have noted that chapter-to-chapter connections are not strong. Members who move may have difficulty connecting with a DFW chapter in their new location and may not be in a position to develop a chapter for some time until they have become more established in their new community. More attention to helping members make these connections and encouraging chapters to welcome relocating members is important to retaining members who may be moving for career opportunities, family reasons, or retirement. More care for connections across chapters can also support DFW’s efforts to diversify its membership by creating a culture that emphasizes inclusion of relocating members.

Another aspect of community building that will receive more attention is the cultivation and training of leaders. Limitations in the current model include mentor recruitment, chapter leader support, and filling regional leader positions. Dining for Women will put more staff and financial resources into developing and retaining chapters, chapter leaders, and regional leaders in recognition of the key and strategic role of community as an underlying strength of the DFW model.

**Operational Strategies**

Successfully implementing the programmatic strategies outlined above will require DFW to first make investments — especially in technology, branding and messaging, and in chapter support.

**Technology**

**Information Systems**

As technology becomes more sophisticated, there is often a need to update systems to improve the efficiency of an organization as well as the experience of its constituency.

- To support its giving strategy, DFW will invest in upgrades to its grant management software which may include an impact dashboard or map highlighting past and present grant information. In addition, new systems will be implemented to facilitate donations, especially online giving.
To support its learning and community building strategy, DFW will invest in updating the website, including a more comprehensive learning management platform, and will improve data collection. This will allow Regional and Chapters Leaders and members to learn and interact in ways they have not experienced previously. Learning resources and materials previously available on the DFW website will be password protected, providing an additional layer of security.

**Branding and Messaging**

**Rebranding**

In August 2019, Fenton will begin the process of rebranding. This work is expected to take 26 weeks and will include four phases:

1. Discovery includes a digital presence and materials audit, landscape assessment, stakeholder interviews/survey, and media audit.
2. Messaging, Naming, and Positioning includes brand positioning and narrative, organizational name and tagline, and secondary messaging.
3. Logo and Brand Identity includes logo design and brand guidelines.
4. Brand Rollout includes recommendations and training.

**Internal and External Communications**

After rebranding is finalized, Dining for Women will invest in marketing and communications. Some of the initial costs will include creating new marketing materials, updating the website, and hiring a new Communications and Learning Coordinator (see **Staffing** below).

**Chapter Support**

Transitioning the Volunteer Manager to full-time and hiring an Outreach Manager (see **Staffing** below) will allow Dining for Women to be more responsive to Regional and Chapter Leaders. Regional Leaders will also benefit from additional education and development, enabling them to attend conferences or other trainings.
**Staffing**

Dining for Women’s initial staffing model was focused on its grant making activities. As demand for higher quality videos and learning materials has increased and chapters seek ways to have greater impact through advocating for policy change, the staffing model needs to further evolve to support the full range of programmatic activities. In adding new staff, Dining for Women will prioritize recruiting and hiring people with diverse perspectives and life experiences, including people of color.
<table>
<thead>
<tr>
<th>Medium Staffing Scenario</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
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<td>Volunteer Manager (Justine)</td>
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<td>Data Entry Specialist (Harriet)</td>
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<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Grants Coordinator</td>
<td>0.25</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Outreach Manager</td>
<td>0.75</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>COO</td>
<td>0.50</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Controller</td>
<td>0.25</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Communications and Learning Coordinator</td>
<td>0.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Chapter Support Coordinator</td>
<td>0.00</td>
<td>0.00</td>
<td>0.50</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td><strong>10.25</strong></td>
<td><strong>13.00</strong></td>
<td><strong>13.50</strong></td>
<td><strong>14.00</strong></td>
<td><strong>14.00</strong></td>
</tr>
</tbody>
</table>

Note: “Medium Staffing Scenario” refers to the ideal staffing model, whereas “High Staffing Scenario” represents a model that can be used if the organization experiences greater growth in revenue and chapters than anticipated and “Low Staffing Scenario” represents a model to implement if growth in revenue and chapters is less than anticipated. With the exception of the Data Entry Specialist, which is part-time. All other new positions represent the quarter in which the position will begin. For example, the Grants Coordinator (0.25) will start the last quarter of FY20.

Key responsibilities below (associated with the staffing model) includes both new positions and current positions with changed responsibilities or hours.

- **President & CEO:** This role will change to become more externally facing and will no longer directly manage internal operations. The President & CEO will help position Dining for Women as a leader among grassroots learning organizations, interact with the field and respond to world events impacting women, continue to foster and maintain partnerships, and fulfill development function/raise funds.

- **Volunteer Manager:** This role will become full-time. The Volunteer Manager will manage initial training of volunteers and the Recognition Program, field questions and provide reports to Regional and Chapter Leaders, and coordinate all volunteer activities within the organization (except for the Board).

- **Outreach Manager:** This position will research and identify geographical areas of focus for growth, recruit new Regional and Chapter Leaders, build community, and host events around
the country as well as support Regional Leaders in their growth plans by helping them to identify, develop, and implement events and activities to achieve chapter growth goals.

- **COO:** This position will manage internal operations including management of Directors and the Controller.
- **Grants Coordinator:** This position will support the Director of Grants & Learning in implementing the redesigned Giving Program.
- **Controller:** This position will replace the outsourced accounting function as well as the Data Entry Specialist and provide financial oversight. The Controller will manage the Accounting Specialist.
- **Communications and Learning Coordinator:** This position will support the Director of Communications & Membership in marketing and communication to all internal stakeholders and support the Director of Grants & Learning in implementing the redesigned Learning Program.
- **Chapter Support Coordinator:** This position will support the Volunteer Manager and Outreach Manager (grow number of chapters – i.e. welcome them, answer questions, keep their information up-to-date, etc.).

**Financial Model**

Dining for Women’s fiscal year is January 1st through December 31st. The financial projections consider FY 2020 as the first year.

**Income Projections**

- Chapter revenue is based on 18 percent growth. This growth rate has been consistent over the last few years and is expected to continue.
- Grants revenue assumes that, with a new COO in place, the current President & CEO will be able to fundraise. In addition, with a new emphasis on learning and the growth of that program, DFW may be eligible to apply to more grants each year.
- Annual campaign revenue as well as major gifts revenue is dependent on the outcomes of the Development Consultants. These numbers were based on their projections.

*Note: Each revenue source above is set to “base” in the financial model. Below is the output.*

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter Revenue</td>
<td>$1,820,150</td>
<td>$2,147,777</td>
<td>$2,534,377</td>
<td>$2,990,566</td>
<td>$3,528,866</td>
</tr>
<tr>
<td>Grants Revenue</td>
<td>$25,000</td>
<td>$40,000</td>
<td>$58,000</td>
<td>$78,000</td>
<td>$90,000</td>
</tr>
<tr>
<td>Annual Campaign</td>
<td>$415,000</td>
<td>$432,000</td>
<td>$450,000</td>
<td>$470,000</td>
<td>$490,000</td>
</tr>
<tr>
<td>Major Gifts</td>
<td>$192,000</td>
<td>$230,000</td>
<td>$267,000</td>
<td>$310,000</td>
<td>$360,000</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>$10,600</td>
<td>$10,600</td>
<td>$10,600</td>
<td>$10,600</td>
<td>$10,600</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$2,462,750</strong></td>
<td><strong>$2,860,377</strong></td>
<td><strong>$3,319,977</strong></td>
<td><strong>$3,859,165</strong></td>
<td><strong>$4,479,466</strong></td>
</tr>
</tbody>
</table>
Expense Projections

- Currently, the amount for "variable grant investment" is determined by calculating 50 percent of expenses and subtracting $900K (which is the amount set aside for featured and sustained grants). Over the next few years, while DFW is growing its programs and, consequently, its staff, this way of calculating grant amounts may not serve the organization well. La Piana Consulting recommends total grant amount be based on 65% of chapter revenue in order to ensure that DFW is financially sound as it grows and adds capacity to support that growth.

- Salaries and Benefits (see “Medium Staffing Scenario” above): will increase from FY20 to FY22 with new positions added during those years. Furthermore, DFW will begin offering a 401k match in FY21 and will offer all employees health insurance benefits in FY23.

One-time Expenses and Ongoing Increased Expenses

- Rebranding: (remaining contract) $44,000 in FY20
- Development Consultant: $25,000 each year
- Initial Investment and Ongoing Technology Costs: $25,000 additional each year
- Marketing Investment (after rebranding): $15,000 additional in FY20
- Website Redesign: $50,000 in FY21
- Grants Consultant: $20,000 in FY21
- Learning Consultant, Platform, and Video Production: $30,000 each year in FY22-24

See Dining for Women Financial Model for supplementary assumptions and notes regarding all other expenses.
Results

Note: DFW anticipates FY19 to result in a surplus of $300,000 cash over and above the newly increased operating reserves requirement for the FY20 budget.

50% of Revenue

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$2,462,750</td>
<td>$2,860,377</td>
<td>$3,319,977</td>
<td>$3,859,165</td>
<td>$4,479,466</td>
</tr>
<tr>
<td>Expenses</td>
<td>$2,697,078</td>
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<td>$3,379,908</td>
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</tr>
<tr>
<td>Net</td>
<td>($234,326)</td>
<td>($240,663)</td>
<td>($59,931)</td>
<td>$91,286</td>
<td>$329,822</td>
</tr>
</tbody>
</table>

50% of Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$2,462,750</td>
<td>$2,860,377</td>
<td>$3,319,977</td>
<td>$3,859,165</td>
<td>$4,479,466</td>
</tr>
<tr>
<td>Expenses</td>
<td>$2,931,402</td>
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<td>$3,439,839</td>
<td>$3,676,593</td>
<td>$3,819,822</td>
</tr>
<tr>
<td>Net</td>
<td>($468,652)</td>
<td>($481,325)</td>
<td>($119,862)</td>
<td>$182,572</td>
<td>$659,644</td>
</tr>
</tbody>
</table>

65% of Chapter Revenue

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$2,462,750</td>
<td>$2,860,377</td>
<td>$3,319,977</td>
<td>$3,859,165</td>
<td>$4,479,466</td>
</tr>
<tr>
<td>Expenses</td>
<td>$2,648,799</td>
<td>$3,066,906</td>
<td>$3,367,264</td>
<td>$3,782,163</td>
<td>$4,203,674</td>
</tr>
<tr>
<td>Net</td>
<td>($186,049)</td>
<td>($206,529)</td>
<td>($47,287)</td>
<td>$77,001</td>
<td>$275,792</td>
</tr>
</tbody>
</table>

Risk and Risk Mitigation

The primary risk associated with this plan is at the intersection of revenue growth and needed additional staff capacity:

- Without development staff, the responsibility for fundraising falls primarily upon the President & CEO. This makes the hiring of a COO critically important in order to free up the President & CEO’s time to cultivate donors (including foundations) with the purpose of raising funds to support and scale programs and operations.
  - The risk of not securing adequate funding has been mitigated in the plan through phasing new staff hires and other major investments which can be halted.
- Continuing the growth trajectory will be important as well. The plan is based upon growth in chapters in order to grow revenue from that source. As noted in the section on competitors, Dining for Women has smaller chapters and smaller per person donations than other giving circles. Adding chapters places pressure on volunteer Regional Leaders and Chapter Support.
Staff to keep pace with growth — especially growth associated with new chapters (rather than growth in revenue per chapter).

- The risks of volunteers feeling overcapacity can be mitigated through early hires in supportive roles. Volunteer capacity should be monitored and changes to the staffing model made if capacity becomes an issue.

The current President & CEO has played a very significant role in building relationships and raising the profile of Dining for Women. Unplanned leadership change represents another risk to the implementation of the plan.

An additional area of risk is in the response to change on the part of Dining for Women members. The communications strategy and plan will have to anticipate and respond to any discomfort on the part of members.

Mitigating these risks requires full commitment on the part of the board and staff to the plan. Delays in filling key new positions will have a negative impact on growth. The timeline for adding staff is included but should continue to be fleshed out by the President & CEO and monitored by the board. The board previously developed a succession plan, however, DFW should ensure key relationships are maintained by board/staff beyond the President & CEO. Finally, the growth and attrition of membership should be monitored. There may be fluctuation in numbers as the new plan and communications strategies take hold. Although not anticipated, given the time invested in bringing along key volunteers, a rapid drop in chapter engagement signals a need to first revisit communications and then strategies to ensure Dining for Women is able to achieve its mission.

**Conclusion**

This plan envisions a bold, but achievable, path for Dining for Women that will allow the organization to have exponentially greater impact on gender inequality by combining giving, learning, and community building to create and activate a large cadre of global citizens.
**Appendix A: Strategy Screen**

Vibrant and successful organizations see a stream of programmatic opportunities that, if not thoughtfully vetted, can move the organization away from its competitive advantages and mission. To avoid this type of drift, a strategy screen is a useful tool in ensuring that all opportunities are considered in light of an agreed upon set of criteria. The strategy screen below should be considered as a guide for exploration and discussion rather than a checklist.

<table>
<thead>
<tr>
<th>Does this opportunity…</th>
</tr>
</thead>
<tbody>
<tr>
<td>…leverage our competitive advantage?</td>
</tr>
<tr>
<td>…achieve our mission?</td>
</tr>
<tr>
<td>…impact our donations (positively or negatively)?</td>
</tr>
<tr>
<td>…deepen the engagement of members?</td>
</tr>
<tr>
<td>…create opportunities to re-engage, retain, and find new members?</td>
</tr>
<tr>
<td>…align with the U.N. Sustainable Development Goals?</td>
</tr>
<tr>
<td>…expose us to risks that we are unable to mitigate?</td>
</tr>
<tr>
<td>…align with our values and culture?</td>
</tr>
</tbody>
</table>

And, do we have — or can we acquire — the human, financial, and technological capacity to fully take advantage of this opportunity?
# Appendix B: Logic Model

## ASSUMPTIONS

<table>
<thead>
<tr>
<th>Volunteering</th>
</tr>
</thead>
<tbody>
<tr>
<td>Money</td>
</tr>
<tr>
<td>Information/Knowledge</td>
</tr>
<tr>
<td>Efficiencies: software, technology, member information</td>
</tr>
</tbody>
</table>

## SHORT-TERM OUTPUTS / OUTCOMES

(1-3 years)
Appendix C: Summary of External Interviews

Eight (8) interviews were conducted between September 10 and 19, 2018. Interviewees included a mix of grantees, former grantees, and program partners (interviewee list attached).

An interview guide was used with questions focused on understanding the value Dining for Women brings to its grantees and partners, the landscape in which it operates and where it stands in relationship to others also working to achieve similar goals (strengths and weaknesses), and any opportunities and/or challenges the organization should factor into its strategic planning. All interviewees were also invited to share any additional ideas or thoughts that had not been solicited through the questions in the interview guide.

Overall, Dining for Women is regarded very positively. Interviewees whose primary points of contact are different senior staff of the organization (specifically Beth Ellen, Veena, and Wendy) described the Dining for Women staff as knowledgeable, thoughtful, accessible, responsive, and easy with which to work.

“They have expertise around the issues facing women and girls and the notion of women supporting women is very powerful.”

“They do a great job in their reporting, connecting me with information, and accessibility.”

“They really understand what (my organization) does and how to work with us.”

“I have to say (the person with which I work) is incredibly valuable. She’s so knowledgeable and understands the landscape so well — much more so than staff at many other organizations with which we work.”

Although interviewees named several organizations that have a few similar characteristics or features of Dining for Women including Rotary, Zonta International, Social Venture Partners, and She’s the First, all interviewees ultimately stated that Dining for Women is unique. Program partners and grantees highlighted the value and power of the community of women in the U.S. who gain an understanding of the underlying causes of poverty, injustice, and inequality faced by women in the developing world and who join together supporting solutions.

“I don’t know of any organization quite like this ….. Dining for Women is small groups of like-minded women who create friendships.”

“I keep in touch with a lot of different organizations and think Dining for Women is pretty unique.”

“The fact that there is an equal role for the person donating $5 or $500 allows people to see themselves as philanthropists in a world in which we see philanthropy as something only for the very wealthy. The social aspect of their philanthropy is also unique.”
In addition to the staff’s command of issues and accessibility, and Dining for Women’s unique structure, current and former grantees cited the opportunity to get in front of a large national network as offering as much or more value than the dollars they receive.

“What we find to be really unique and wonderful is the chapter model. That allows us to be in front of so many women at a grassroots level and that’s an opportunity to make connections with people regarding our work.”

“Dining for Women has amazing reach. The level of interest and awareness among their members is exceptional.”

“...the opportunity to get in front of so many members. We don’t get that kind of exposure through other grantmakers.”

Partners also see the grassroots network as bringing unique value to their work. A number noted that the high level of understanding of issues among Dining for Women’s members is rare making them valuable non-partisan advocates. One interviewee noted that many of the issues her organization works on are supported by both Democrats and Republicans — including foreign aid and assistance for refugees. These are issues aligned with the interests of Dining for Women.

The weaknesses cited were primarily associated with the grants process. It was noted by several interviewees that in seeking out small grassroots organizations, Dining for Women is also seeking out organizations that may not have a lot of staff capacity. One grantee noted that there’s really a three part process — the LOI, the grant application, and then all of the work that has to be done for chapters (the Google Hangout, the video) and that her organization found the chapter-related work especially time-consuming. Another said that the application itself seems to ask for the same information several different ways, making it hard for an organization to tell its story. Still another noted that the grantmaking seems motivated by emotion and not driven by a clear strategy — that a great video or compelling narrator may mean more than results. At the same time, it was noted that Dining for Women puts its money where it matters and sets appropriate expectations — unlike some funders who will give a very small grant and expect big systemic change. Finally, several of those interviewed said that although they found the Dining for Women staff to be incredibly supportive and helpful, the decision-making process seems very opaque.

In looking to the future, interviewees saw a range of opportunities. One suggested that Dining for Women should connect with the interest in food and sustainable agriculture in the U.S. and partner with food bloggers and well-known chefs (Jose Andres and World Central Kitchen was cited as an example of a celebrity chef who is supporting food related social enterprises in the developing world — including those focused on women). Several interviewees noted the interest — especially among millennials — in corporate social responsibility and tapping that interest in both forming chapters and building relationships with corporations, especially those with operations in the developing world. Another interviewee suggested that Dining for Women should convene grantees in those countries and regions where it had made multiple grants to promote collaboration and to share learning for greater impact.
Several grantees noted the challenges and the opportunities associated with diversifying the Dining for Women membership and in building the next generation of activists and philanthropists devoted to their “sisters around the world.” This included flexibility in the Dining for Women “model.” Chapters should have core principles that are followed but whether it’s a brown bag lunch in a corporate conference room or cocktails rather than dinner shouldn’t matter. One interviewee noted that Dining for Women by its social nature may simply have the problem of women inviting their peers to be involved — meaning it’s hard to break out of an age cohort. A partner saw the opportunity to turn concerns about the aging membership of Dining for Women on its head.

“**Young millennials are looking for mentorships. Knowing that I can donate $10 and not be judged for that and also have access to older women who are interested in and knowledgeable about the world — tapping socially into that type of network — I would do that in a heartbeat if I was 25.”**

Interviewees also suggested that Dining for Women consider branching out internationally — into Canada, the UK, and Hong Kong (where there is both growing wealth and interest in philanthropy) as well as a “virtual chapter” model that would allow women to learn and give even if they are unable to participate in an in-person chapter (or where a chapter might not exist).

A question about the name was included and the name came up in several of the interviewees during the discussion of the future, even before the question was explicitly asked. For several interviewees the name does not do justice to the power of the model and one grantee noted that it is both hard to explain and doesn’t translate well into the native language of the country of that grantee. Others find the name connects powerfully to the “origin story” of Dining for Women — but acknowledged that the two have to go hand-in-hand for the name not to appear to be “quaint” or too “ladies who lunch.” Regardless of whether or not Dining for Women undertakes some type of rebranding, a number of interviewees noted the importance of bringing the membership along in that rebranding journey.
Appendix D: Trends Impacting Dining for Women

Demographics in the United States

As a country, the U.S. is increasingly diverse. The chart below shows the White population decreasing from 80 percent in 1980 to 64 percent in 2010 and 59 percent by 2020, with the most significant growth occurring in the Latino population. Immigration is not a factor in the increase in the Latino population as immigration has leveled off and declined over the last decade. Rather, it’s a reflection of the higher birth rate among Latinos living in the U.S. versus other racial and ethnic groups.

The shift in racial/ethnic composition of the U.S. population is not evenly distributed across the country. As of 2010, there were four states considered majority-minority: Hawai‘i (which has never had a White majority), California, Texas, and New Mexico. By 2040, the country as a whole will be majority-minority, with the most diverse states being those on both coasts and in the South. The White population, increasingly concentrated in the Midwest will continue to shrink as the White birthrate lags the White death rate.

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2 Demographic data is from Policy Link and PERE (USC Program for Environmental and Racial Equity)
The shift is most dramatic in the population under 18 years old, with the biggest shifts occurring among White and Latino children and youth. Between 2000 and 2010, the White population under 18 declined by 4.3 million, while the number of Latino young people grew by 4.8 million. The number of Black children and youth also declined during this period by 250,000, while the under-18 Asian/Pacific Islander population grew by 780,000 and the "other" category by 875,000. Looking at the median age by race/ethnicity demonstrates that this trend will continue as an aging White population translates to a continuing decline in the number of under-18 Whites and a significant population of Latinos of child-bearing age translates to ongoing growth in the under-18 Latino population.

Volunteerism

Since the Bureau of Labor Statistics began tracking volunteerism in 2002, there has been an overall decline in the number of people volunteering. Furthermore, with more women in the workforce and more families requiring two incomes, the number of working age women available to volunteer and engage in supplemental work has dropped dramatically. On the other hand, with increasing attention paid to community service in high schools and colleges, there have been increasing numbers of young people volunteering.³

Technology

Broad technology trends include the disruptive influence of technology on the economy and increasing use of social media platforms as vehicles for day-to-day communication.

Computerization, “big data,” and the application of artificial intelligence are further globalizing the economy and changing the world of work. Increasingly, the U.S. is moving to a “gig” economy in which individuals are considered “contingent workers” — those without “an explicit or implicit contract for long-term employment.” Although the Department of Labor attempted to track contingent workers, it abandoned this measure in 2005 finding it unreliable and having the potential to make the country’s unemployment rate appear lower. An October 2016 report from the Metropolitan Policy Program at the Brookings Institution used a separate measure of non-employer firms to evaluate the impact of “businesses” that employ no workers but report earnings in excess of $1,000/year. Their research found that the ratio of payroll-based employees to non-employer firms tightened from 8.3 to 6.1 between 1997 and 2014. This trend was most marked along the coasts and in cities considered to be early adopters, including Austin, Nashville, Denver, Las Vegas, Charlotte, Raleigh, and Atlanta. Much of this gig employment may be concentrated in “rides and rooms” — with the rise of industry disruptors like AirBNB, VRBO, Lyft, and Uber — but web-based services that match individuals with work are rising in use. Task Rabbit, which describes itself as an “online and mobile marketplace that matches freelance labor with local demand,” has been an innovator in this space by merging two trends — the gig economy and the increased interest in gaming and game mechanics.

Between 2005 and 2016, overall use of social media among all adults grew significantly. By the end of 2016, nearly 70 percent of all adults reported regularly using social media, with Facebook the most frequently used site.

Much of the growth in use by adults during this period occurred among late adopting seniors. Fully 90 percent of young adults between the ages of 18 and 29 use social media. Men and women use social media in nearly equal measure, but there are some differences in use by race. Sixty-five percent of White adults and the same number of Latinos report regularly using social media, versus 56% of Black adults. Use also varies by socio-economic status. Those with higher education levels and higher income adults tend to use social media more than do those with lower incomes. There are also differences by the type of communities in which adults reside: 58 percent of rural residents, 68 percent of suburbanites, and 64 percent of urban residents regularly use social media.

According to a 2015 study by the Pew Research Center on Teens, Social Media, and Technology, 92 percent of teens (ages 13-17) report going online daily and 24 percent say they are online “almost constantly.” This online activity is aided by
access to smart phones. Nearly 75 percent of teens have or have access to a smart phone, with African American teens being the most likely to have a smart phone (85 percent).

Both African American and Latino teens are more frequent internet users than their White peers. Among African American teens, 34 percent report being online “almost constantly,” as do 32 percent of Latino teens, while 19 percent of White teens say they are online that often.

There are also differences by race in the use of certain social media sites. Facebook is the most popular and frequently used social media platform with Snapchat and Instagram quickly gaining ground, and most teens report regularly using more than one social platform.

“Digital natives” — defined as those born after 1996 — have a strong interest in virtual experiences and “gamification” as well as connecting via social media. For many young people, social media are not just an outlet for communicating with peers, but a platform for interaction around a range of social and political issues. Dining for Women will need to be actively present and engaged across a number of social media platforms to be part of the “conversation.” Dining for Women may also need to consider how to create virtual gateways to its programs to connect with the interest in gaming and virtual experiences.

Technology is also contributing to the development of a “gig” economy in which freelance workers use apps to connect to customers needing everything from dog walkers to accommodations to transportation. The rise of the gig economy may mean access to a larger pool of workers accustomed to seasonal and part-time employment. At the same time, it also represents the potential for additional competition in hiring due to a larger range of options for less than full-time, year-round employment.

Poverty Worldwide

Contrary to popular belief, the number of people living in poverty has actually decreased by over a billion people since the turn of the millennium. But that progress is in jeopardy according to current projections that state the number of people in extreme poverty will stagnate at over 500 million. In the worst-case scenario, it could even start going back up. The reason for this lies in two demographic trends.

First, as extreme poverty disappears from many places, including China and India and, increasingly, many countries in Africa, it gets more and more concentrated in the most challenging places in the world. Poverty is especially stubborn in a group of about a dozen countries in sub-Saharan Africa marked by violent conflict, severe climate change, weak governance and broken health and education systems. More and more, extreme poverty will be a feature of life only where people’s opportunities to overcome it are brutally limited.

Second, these dozen countries are growing faster than every other place in the world. In the United States, women have an average of two children. In Niger, one of the poorest countries in the world, they have an average of seven. Births aren’t randomly distributed geographically. Rather, they are concentrated in the places where poverty is concentrated. Based on current trends, a growing
proportion of babies will be born in places where adults have to devote most of their resources to survival, leaving very little to invest in their families, their communities and their countries.

This dual phenomenon of persistent poverty in fast-growing places explains why, by 2050, more than 40 percent of the extremely poor people on the planet are projected to live in just two countries: the Democratic Republic of Congo and Nigeria.

Women in the Workforce

Women are Integral to Today’s Workforce

- There are 74.6 million women in the civilian labor force.
- Almost 47 percent of U.S. workers are women.
- More than 39 percent of women work in occupations where women make up at least three-quarters of the workforce.
- Women own close to 10 million businesses, accounting for $1.4 trillion in receipts.
- Female veterans tend to continue their service in the labor force: About 3 out of 10 serve their country as government workers.

Women in Management Occupations

- 74% Human Resources Managers
- 71% Social and Community Service Managers
- 65% Education Administrators
- 46% Food Service Managers
- 45% Marketing and Sales Managers
- 27% Chief Executives
- 26% Computer and Information Systems Managers
- 7% Construction Managers

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Working Moms are the Norm

- Seventy percent of mothers with children under 18 participate in the labor force, with over 75 percent employed full-time.
- Mothers are the primary or sole earners for 40 percent of households with children under 18 today, compared with 11 percent in 1960.

Trends in Women’s Employment Have Evolved over Time

- Women’s participation in the U.S. labor force has climbed since WWII: from 32.7 percent in 1948 to 56.8 percent in 2016.
- The proportion of women with college degrees in the labor force has almost quadrupled since 1970. More than 40 percent of women in the labor force had college degrees in 2016, compared with 11 percent in 1970.
- The range of occupations women workers hold has also expanded, with women making notable gains in professional and managerial occupations. In 2016, more than one in three lawyers was a woman compared to fewer than 1 in 10 in 1974.
- Despite these gains, women are still underrepresented in STEM occupations, with women’s share of computer workers actually declining since 1990.
- The unemployment rate for women is currently 4.8 percent, down from a peak of 9.0 percent in November 2010.

Women as Donors

Researchers consistently find that single women are more likely to give to charity and give higher amounts than similarly situated men. Women are also more likely than men to give to nearly every charitable subsector with the exception of sports and recreation, and we know that women tend to spread their giving out, giving to more organizations than men. Research on collaborative giving has shown that women are far more likely to participate in philanthropy with others and pool their money as donors, a trend that continues today.⁵

The below are key finding from the report, "Women and Giving: The Impact of Generation and Gender on Philanthropy".  

Two Generations of Women and the Different Ways They Give

- Boomer women are more confident and strategic in their philanthropy. Seventy-two percent say they are satisfied with their giving, compared with 55 percent of Millennials.
- Millennial women are more likely to lead with their hearts and take a more social approach to giving. Three-quarters say they follow their hearts when giving rather than a strategic plan. They are also more likely to discuss and encourage giving among their peers and make philanthropy an emotional part of their relationships with spouses and partners.
- Millennials are open to trying new forms of giving, such as crowdfunding or giving circles, while Boomers engage in more traditional giving methods.

Men and Women Give Differently and Could Learn from One Another’s Strengths

- Regardless of generation, women’s overall approach to giving is distinct from men’s. Women are more spontaneous, engaged and empathetic. Half say they give in the moment rather than using a giving strategy, compared with 40 percent of men who say the same.
- Women look to experts to inform their decision making around giving, while men are more likely to seek advice from peers or family members. Millennial men report more uncertainty (46 percent) than Millennial women (34 percent) about where to turn for giving direction.
- Women are more likely to have questions around the finances of giving. They are less confident than men about deciding which tax strategies or methods to use for giving and which assets to contribute to charity.

Crises and Women Globally

Violence

Violence against women is a significant public health problem, as well as a fundamental violation of women’s human rights. This report, developed by the World Health Organization, the London School of Hygiene and Tropical Medicine, and the South African Medical Research Council presents the first global systematic review and synthesis of the body of scientific data on the prevalence of two forms of violence against women — violence by an intimate partner (intimate partner violence) and sexual violence by someone other than a partner (non-partner sexual violence). It shows, for the first time, aggregated global and regional prevalence estimates of these two forms of violence, generated using

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population data from all over the world that have been compiled in a systematic way. The report also
details the effects of violence on women’s physical, sexual and reproductive, and mental health.

The findings are striking:

- overall, 35% of women worldwide have experienced either physical and/or sexual intimate
  partner violence or non-partner sexual violence. While there are many other forms of violence
  that women may be exposed to, this already represents a large proportion of the world’s
  women;
- most of this violence is intimate partner violence. Worldwide, almost one third (30%) of all
  women who have been in a relationship have experienced physical and/or sexual violence by
  their intimate partner. In some regions, 38% of women have experienced intimate partner
  violence;
- globally, as many as 38% of all murders of women are committed by intimate partners;
- women who have been physically or sexually abused by their partners report higher rates of a
  number of important health problems. For example, they are 16% more likely to have a low-
  birth-weight baby. They are more than twice as likely to have an abortion, almost twice as likely
  to experience depression, and, in some regions, are 1.5 times more likely to acquire HIV, as
  compared to women who have not experienced partner violence;
- globally, 7% of women have been sexually assaulted by someone other than a partner. There
  are fewer data available on the health effects of non-partner sexual violence. However, the
  evidence that does exist reveals that women who have experienced this form of violence are 2.3
  times more likely to have alcohol use disorders and 2.6 times more likely to experience
  depression or anxiety.
There is a clear need to scale up efforts across a range of sectors, both to prevent violence from happening in the first place and to provide necessary services for women experiencing violence. 

The variation in the prevalence of violence seen within and between communities, countries and regions, highlights that violence is not inevitable, and that it can be prevented. Promising prevention programs exist, and need to be tested and scaled up. There is growing evidence about what factors explain the global variation documented. This evidence highlights the need to address the economic and sociocultural factors that foster a culture of violence against women. This also includes the importance of challenging social norms that support male authority and control over women and sanction or condone violence against women; reducing levels of childhood exposures to violence; reforming discriminatory family law; strengthening women’s economic and legal rights; and eliminating gender inequalities in access to formal wage employment and secondary education.

Services also need to be provided for those who have experienced violence. The health sector must play a greater role in responding to intimate partner violence and sexual violence against women.

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WHO’s new clinical and policy guidelines on the health-sector response to violence against women emphasize the urgent need to integrate issues related to violence into clinical training. It is important that all healthcare providers understand the relationship between exposure to violence and women’s ill health, and are able to respond appropriately. One key aspect is to identify opportunities to provide support and link women with other services they need — for example, when women seek sexual and reproductive health services (e.g. antenatal care, family planning, post-abortion care) or HIV testing, mental health and emergency services. Comprehensive post-rape care services need to be made available and accessible at a much larger scale than is currently provided.

The report shows that violence against women is pervasive globally. The findings send a powerful message that violence against women is not a small problem that only occurs in some pockets of society, but rather is a global public health problem of epidemic proportions, requiring urgent action. It is time for the world to take action: a life free of violence is a basic human right, one that every woman, man and child deserves.

Conflict⁹

Women usually don’t start wars, but they do suffer heavily from the consequences. Conflict spurs much higher rates of sexual violence. It renders women acutely vulnerable to poverty, the loss of jobs and the destruction of assets such as homes. Essential health services crumble, underlined by a maternal mortality rate that is 2.5 times higher on average, in conflict and post-conflict countries. Often the only recourse is to flee within countries or across borders. According to the United Nations Refugee Agency, women comprise 49 per cent of the refugees worldwide (based on available data) mostly as a

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result of conflict, and are often put at greater hardship than men in these situations based upon their
gender.

In 2000, the UN Security Council adopted the groundbreaking resolution 1325 (2000) on women, peace
and security. It recognizes that war, impacts women differently, and reaffirms the need to increase
women’s role in decision-making related to conflict prevention and resolution. Progress is being made — in 2013, more than half of all peace agreements signed included references to women, peace, and
security. But the pace of change is too slow. From 1992 to 2011, women comprised fewer than four per
cent of signatories to peace agreements and less than ten per cent of negotiators at peace tables.

The Beijing Declaration and Platform for Action, adopted in 1995 by 189 UN Member States, made
women and armed conflict one of 12 critical areas of concern. It stated unequivocally that peace is
inextricably linked to equality between men and women and to development.

The Beijing Platform for Action spelled out a series of essential measures to advance both peace and
equality through reducing military expenditures and controlling the availability of armaments. It stated
that women must participate in decision-making around conflict resolution, and recognized that women
have been powerful drivers of peace movements. It stressed that those who have fled conflict are
entitled to fully participate in all aspects of programs to help them recover and rebuild their lives.

Since then, fierce fighting has engulfed some areas of the world, dragging back development and
women’s gains by decades. The Beijing commitments remain mostly unfulfilled, even as their urgency
has never been more apparent.

Climate Change and Natural Disasters

UN figures indicate that 80% of people displaced by climate change are women. A recent literature
review\footnote{Gender and Climate Change: A Closer Look at Existing Evidence. Global Gender and Climate Alliance, 2016.} commissioned by the Global Gender and Climate Alliance is organized by regions of the world
and shows how climate change affects women differently in Africa, Asia, Latin America, North
America/Europe, and the Pacific Islands/Australia/New Zealand.
Although they level widespread and often inescapable destruction, natural disasters do not affect all people equally. More marginalized populations — including women — tend to be disproportionately negatively impacted when calamities like hurricanes, tornadoes, or earthquakes strike.11

Researchers at the London School of Economics and the University of Essex surveyed data from 141 countries over a 21-year period and found that natural disasters kill more women than men.12 According to the report, the disproportionate death tolls can be explained by the fact that “natural disasters exacerbate previously existing patterns of discrimination that render females more vulnerable to the fatal impact of disasters.”

11 https://thinkprogress.org/5-reasons-natural-disasters-are-worse-for-women-60cf429b111/
# Appendix E: Competitor Analysis

<table>
<thead>
<tr>
<th>Resource</th>
<th>Global Funds for Women</th>
<th>Blink Now</th>
<th>100 Women Who Care</th>
<th>AAUW</th>
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<tbody>
<tr>
<td>Customers/members</td>
<td>Grants impacted 742,357 individuals in 68 countries. GFW receives the majority of its revenue from individual donors and solicits donations on its website in one-time amounts beginning at $35 and monthly gifts beginning at $10. They use “donate now” buttons throughout their website to encourage visitors to the site to contribute as they read about GFW’s work.</td>
<td>Blink Now raises money exclusively for the Kopila Valley Children’s Home and School in Nepal which serves children orphaned in a civil war. The School serves 367 primary and high school students. 50 children are cared for at the Home and in transitional housing.</td>
<td>100 Who Care Alliance reports 850 chapters – 600 active and 250 in formation primarily in the U.S. and Canada, with additional chapters in Australia, the Caribbean, Ireland, Mexico, and Singapore. No overall membership numbers provided. Begun as 100 Women Who Care, the Alliance took the name “100 Who Care” to acknowledge that there are now “Women Who Care,” “Men Who Care,” “Kids Who Care,” and “People Who Care.”</td>
<td>170,000 members; 1000 local branches; 800 college and university members</td>
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<td>Partners/partnerships</td>
<td>Women’s Funds in the U.S. and internationally (they fiscally sponsor 8), Amplify Change, African Women’s Development Fund, other NGOs, like-minded corporations, and governments – in grantmaking, to build</td>
<td>Seek school-to-school and youth group partnerships – “Kopila Buds” – through a closed Facebook group. Provide a packet of lesson materials and monthly video.</td>
<td>Diverse partners including: Arconic Foundation, Symantec, Glamour, Dell, LUNA, Lyft, P&amp;G Collaborates with major advertising and creative firms, campaigns win awards</td>
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<td>collective power, and in capacity building.</td>
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<td>Media attention/publicity</td>
<td>Domestic and international coverage includes SSIR, Inside Philanthropy, The Nation, Mashable, Dhaka Tribune, The Daily Observer, Mentalfloss, Civil Society, TED talks, etc.</td>
<td>Cover story in NYT magazine. Founder/CEO nominated for CNN Hero Award. Received 2013 Forbes Award for Excellence in Education</td>
<td>Featured in several national publications in 2015</td>
<td>Featured in local news articles very frequently</td>
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<td>Staff</td>
<td>34 staff in NYC and San Francisco</td>
<td>7 U.S. staff – majority in Morristown NJ headquarters; CEO lives in Nepal. Kopila staff includes “Aunties and Uncles” (caregivers, cooks, and communal parents), the teaching team (includes teachers, counselors, and health care workers), and program officers who are responsible for day-to-day operations/management in Nepal.</td>
<td>None</td>
<td>145 staff</td>
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<td>Board</td>
<td>GFW has both a U.S. and a UK board. Board members come from around the world and are drawn from the corporate sector,</td>
<td>The U.S. board of Blink Now includes finance and health professionals, attorneys, corporate executives, and entrepreneurs. The Kopila board includes respected</td>
<td>100 Who Care Alliance has 5 steering committee members. Chapters are individually organized and hold separate EINs but not 501c3 designation because funds go directly to the</td>
<td>15 board members including lawyers, college presidents and faculty, C-suite executives, and entrepreneurs all based in the U.S.</td>
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<td>philanthropy, academia, and social movements.</td>
<td>local leaders, professionals, and elders.</td>
<td>selected nonprofit. A sample indicates small (3-5) member steering committees (boards) at the chapter level.</td>
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<td>Volunteers</td>
<td>Global network of more than 2,000 advisors and partners</td>
<td>One volunteer placement annually in Nepal. Network of volunteer fundraisers (feature individual fundraisers and team events on website)</td>
<td>No total number of volunteers provided. Each chapter and the national alliance are volunteer driven. Chapter leaders organize quarterly meetings, maintain websites, set up mechanisms to channel donations to selected charities.</td>
<td>1080 volunteers (volunteer opportunities are prevalent at local level)</td>
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<td>Diversity of funding</td>
<td>84% of GFW’s revenue comes from individuals; 10% from private foundations; 5% from corporations; 1% from multi-lateral/other. 48% of funds raised are granted out. With the remaining 52% spent on grantees services (16%), advocacy and innovation (16%), fundraising (14%), and management/general (6%)</td>
<td>99% of funding comes from individual contributions. 55% of funds raised supported the Home and School, with the remaining 45% supporting salaries, benefits, and other operating costs of Blink Now.</td>
<td>100% from individual donors and 100% goes to selected charities.</td>
<td>13% membership dues; 25% contributions and grants; 3% conferences/application fees; 57% investment income; 1% subtenant; 1% other</td>
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<td>Availability/amount/types of funding</td>
<td>GFW granted $6.6 million in 349 grants to grantees in 68 countries. They leveraged this through partnerships, including a major partnership with Amplify Change (which awarded an additional $19.5 million) Provide flexible “core support” funding and multi-year funding to build capacity.</td>
<td>$1.4 million granted to the Kopila Home and School (in 2017).</td>
<td>Goal is to raise $10,000 per meeting through individual donations to selected charity of $100 per member. Chapters allow for different levels of giving based on local circumstances, type of member (student chapters, chapters with young professionals, etc.) No requirement to have 100 members to start or continue a chapter. Nominal costs associated with operating chapters are funding in various ways including steering committee members paying those costs, membership dues, and/or seeking “sponsors.”</td>
<td>Awarded $3.9M in fellowship and grants to support 250 women and nonprofit orgs</td>
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<p>| Programs or services (type, quality, number of services provided) | Programs are aligned around making women strong, safe, powerful, and heard. This is done through advocacy, movement building, storytelling, grants, partnerships, and leadership development | Sole focus is the Kopila Home and School – providing education and a safe, healthy environment for children in Surkhet, Nepal. Also do community outreach to reduce poverty, empower women, improve health, and | Members nominate nonprofits either during or before the meeting. A small number are selected by various means to present or be “pitched.” Members vote to determine which charity receives the donations. | Outreach and membership; research and projects; fellowships and grants; meetings and conventions; advocacy; legal advocacy fund |</p>
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<td>Mission-related impact</td>
<td>Annual report describes impact in successful enactment of laws and policies to protect and advance women’s rights; grantmaking that impacted 742,357 individuals (women, girls, trans youth and adults)</td>
<td>Preparing children for post-secondary education and careers. Provides support, entrepreneurship, leadership, and health services to women through the Women’s Center and established a Women’s Cooperative.</td>
<td>Visibility and funding to local nonprofits. Increased awareness among members of local nonprofit community and needs being served. Some chapters encourage networking with like-minded people as an added benefit/impact.</td>
<td>Strategic Initiatives include: educations and training, economic security, and leadership</td>
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<tr>
<td>Comments</td>
<td>Extensive use of partnerships as a primary strategy. High-powered board with international reach into philanthropy, NGOs, research/academia and corporate sector.</td>
<td>Deep community engagement model. Offer multiple ways and opportunities for supporters to donate (feed a child lunch, sponsor a woman, sponsor a student, etc.)</td>
<td>High level of flexibility in implementing this locally-focused giving circle model.</td>
<td>Large, D.C. based organization with bold goals. Multiple in roads and ways to connect and donate.</td>
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</tbody>
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