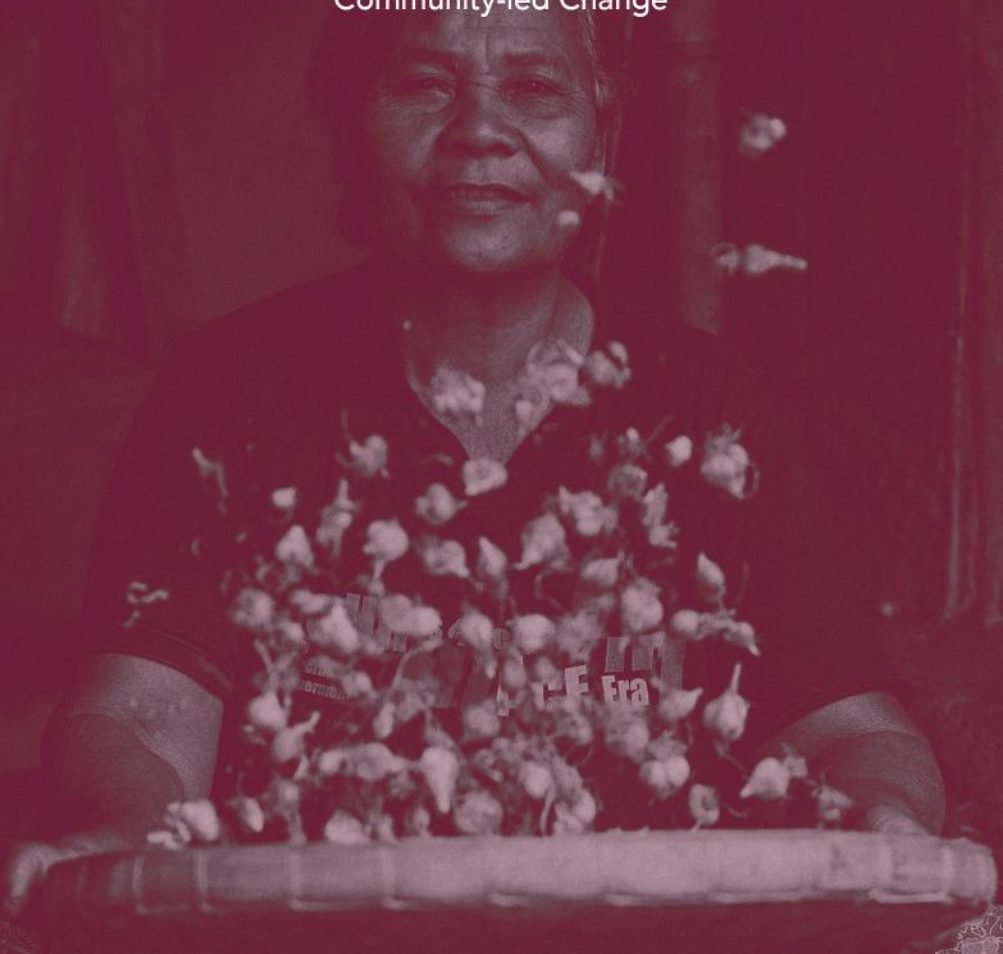




Connective Paths Foundation

Community-led Change

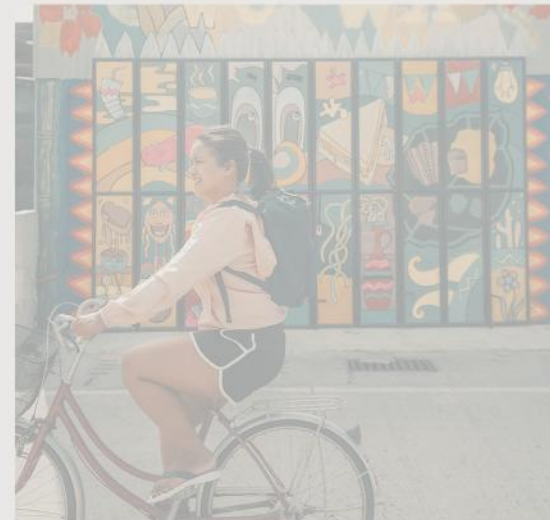


OVERVIEW

The Connective Paths Foundation (CPF) is a multi-donor resource and grant facility established in the Netherlands. CPF's mission is to facilitate the use of development funds for community-led change that increases aid effectiveness, is rooted in listening and learning, and shifts the power and decision-making to the communities in the global south, through:

- Participatory Grant-making
- Organisation Development
- Action Research and Advocacy

To provide an alternative to short-term, donor-driven and project-based funding for nongovernmental organisations (NGOs), **CPF does not just fund programs or projects—it funds the institutional development of organisations**, networks and cooperatives in order to truly co-create solutions for local gender and sustainable development priorities.



CPF aims **to provide longer-term grants and technical support to women's NGOs and community-based organisations (CBOs) spanning three to six years** in order to allow the organisations sufficient time for them to work on issues that are most relevant to their communities, strengthen their institutional capacity, and build meaningful engagement with community members, other NGOs and government actors.

Statutory aim: To facilitate the use of international development assistance for community-led change that increases aid effectiveness, is rooted in listening and learning, and shifts the power and decision-making to the communities in the Global South, through participatory grant-making, organisation development and research.

Foundation set-up: Non-profit organisation and nongovernmental organisation (NGO)

Foundation Governance Structures

The Connective Paths Foundation (CPF) has a Management Board and a statutory board/director, statutair bestuurder/directeur, Ms. Katherine Marie Belen. The Management Board has the ultimate responsibility for the policy and realisation of the foundation's objectives.

The Supervisory Board consists of three members and they have the following responsibilities:

1. Ms. Katherine Marie Belen, President and Executive Director (currently pro bono)

- Leads the foundation's strategy development and implementation
- General management of the foundation's affairs
- Ensures decisions are made according to laws
- Consults with authorities
- First point of contact and representative of the foundation in all external engagements with donors, government and nongovernmental (NGO) actors, community-based organisations (CBOS), media, other civil society organisations (CSOs) and communities
- Presides over board meetings and ensures that board members perform duties effectively

2. Ms. Sarah Verveld, Treasurer

- Ensures financial administration is in accordance with legal guidelines
- Liaises with bookkeeping company for quarterly VAT filing and annual tax filing
- Assists chair in the preparation of Financial Reports and Budgets
- Maintains files of financial transactions (e.g., purchases, contracting, grant disbursements)
- Manages assets and arranges payments together with the chair
- Supports engagement with donors, legal authorities, etc.

3. Ms. Marijke Huybrechts, Secretary

- Drafts and distributes the agenda for board meetings
- Writes and files minutes of meetings
- Creates and maintains an up-to-date planning calendar together with chair
- Supports drafting of correspondence
- Supports engagement with donors

Remuneration policy

Members of the Management Board of the Connective Paths Foundation will not receive a salary as policymakers of the foundation. They may only receive compensation for expenses incurred (e.g., transportation costs to meetings, printing, etc.).

Governance and Control over assets

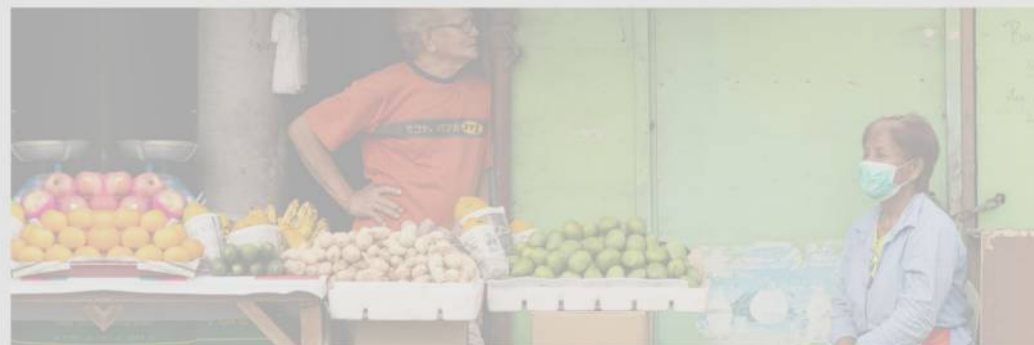
The statutes of the foundation provide guidelines on the management and spending of the assets of an ANBI. No natural or legal person may dispose of the institution's assets as if they were its own assets. Directors and policymakers may not have a majority of control over the assets of the institution. It is also not allowed for one of the board members to have a casting vote or veto. For example, each Management Board member has the same voting rights, and decisions are made by majority vote (e.g., 2 of 3, 3 of 4, or 3 of 5, etc.)

*The Articles of incorporation include more details on the governance code, including the process of appointment and dismissal of Members of the Management Board and Director/s.



Advisory board

The Connective Paths Foundation will bring in advisors from the international development sector and local civil society actors on an ad-hoc basis, and as relevant to each project, in order to provide technical inputs, facilitate linkages & networking with relevant experts, promote information sharing, and encourage support for the foundation's aims and objectives. They may receive compensation in accordance with the rates in the sector and country of residence.



Financial Policy

CPF is applying for ANBI status. ANBI (Algemeen nut beogende instelling in Dutch) is a Public Benefit Organisation, which works for the general well-being of society. CPF commits to meet the 90% rule for ANBIs in the Netherlands, using at least 90% of its revenue on programmes supporting community-led development.



VISION & OBJECTIVES

We envision an international development sector wherein NGOs, CBOs and communities from the global south have access to more equitable grant partnerships that support community-led change; and they also have greater freedom and capacity to choose their development partners.

CPF aims to partner in an equitable and ethical manner with local NGO and CBOs, with a focus on women-led and women's rights organisations, to provide funding & technical assistance in order to:

1. Strengthen institutional capacities of NGOs and CBOs in low & middle-income countries on 5 skill areas:



Project management, financial management and organisation effectiveness



Resource mobilisation and fundraising



Gender analysis, mainstreaming and inclusion strategies



Using and generating research and data for evidence-based projects on social norm change



Advocacy, local governance and community mobilising

2. Support community-led solutions to address the most important development priorities identified by and with the NGOs, CBOs and communities in the global south in the following 5 issue areas:



Women's Health, Rights, and Empowerment



Community well-being and poverty alleviation



Violence-free Households and Communities



Healthy and participatory democracy



Community philanthropy and volunteerism

WHAT WE DO: MAIN INTERVENTIONS

PARTICIPATORY GRANT MAKING

CPF funds co-created solutions to accelerate progress towards the SDGs, together with civil society in the global south. **CPF aims to transform current practices of top-down programme development** by ensuring participation of local NGOs and CBOs from the design phase, especially in identifying their priority issues.

CPF aims to model participatory grant making and invest in systems and strategies that strengthen community activism—especially at the grassroots level.

Examples of actions that the foundation aims to support include:

Sample Projects

Relevant SDGs

- Supporting the cooperative formation of grassroots women to provide urban poor women services (e.g., day care and ECCD centres, slum upgrade, neighbourhood services for violence against women (VAW) prevention and response, income-generation)



- Supporting civic education and good governance (including voter's education, human rights and participatory democracy, media literacy, countering hate online, etc.)



- Conducting research to promote equitable and effective donor practices that support community-led development and action research



Sample Projects

Relevant SDGs

- Adapting and evaluating globally-tested programmes to prevent gender-based violence (GBV); e.g., SASA!, IMAGE, GREAT, Stepping Stones to new contexts in an effective and ethical manner through science-based processes of changing social norms



- Designing and implementing evidence-based prevention of sexual harassment and sexual violence in public spaces



- Enabling participation of women in government (such as in emergency response and policy reform), and also in higher education (especially in management and STEM—science, technology, engineering, mathematics)



- Supporting the activism of young intersectional feminists



In order to model true participatory grant making, Connective Paths Foundation (CPF) promotes trust-based partnerships and 'ally-ships', centers local expertise, and supports grassroots innovation for international development. This means it acknowledges and works with local experts; respects priorities of community women, men and youth; and works towards their aspirations in a way that ensures the relevance of the programmes and increases chances of community buy-in and sustainability—beyond project cycles.

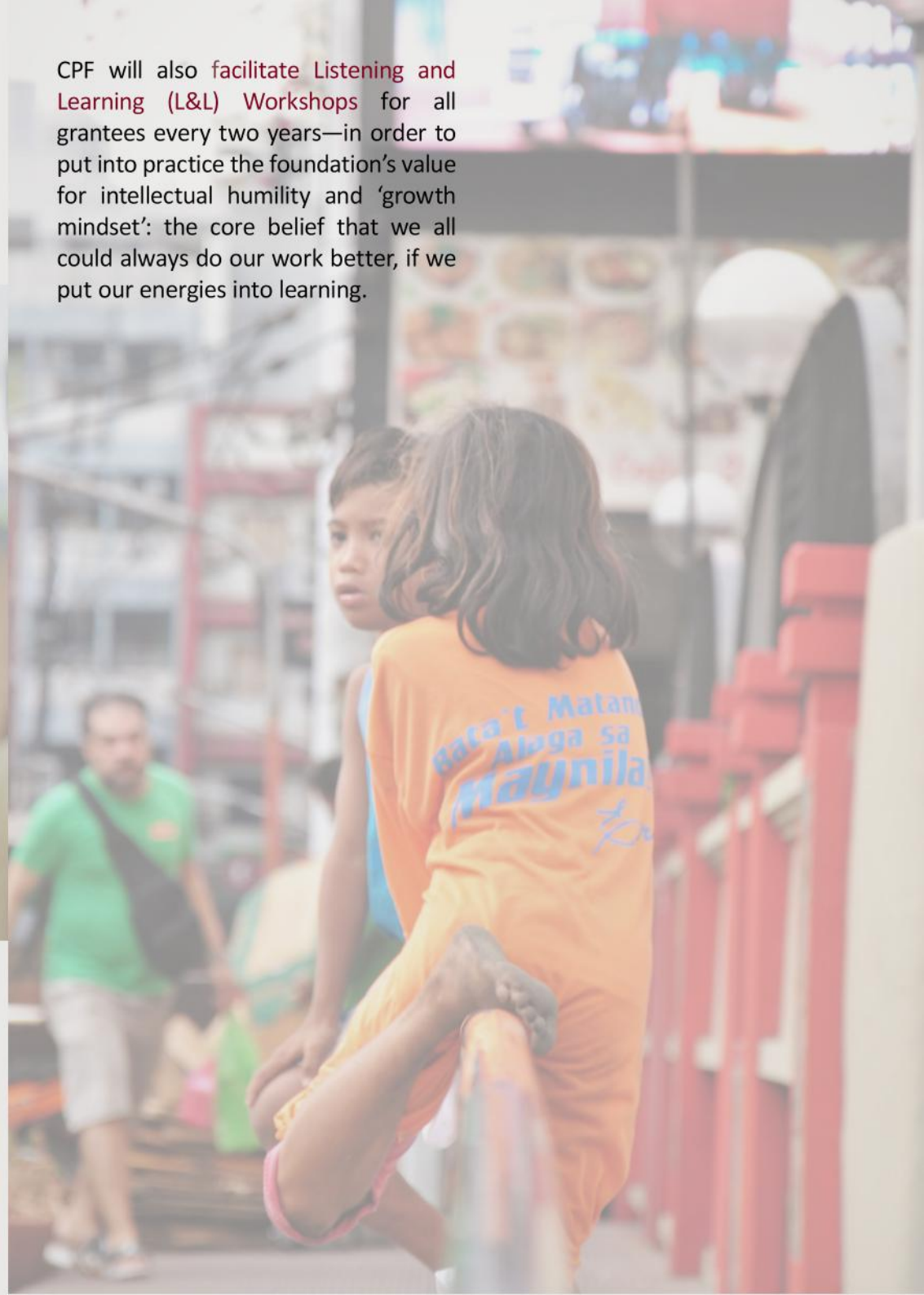
ORGANISATION STRENGTHENING AND TECHNICAL SUPPORT



CPF has technical expertise in developing and executing strategies for change—policy and behaviour change—to fulfil the rights of women, men and youth. On top of grants, CPF provides institutional capacity strengthening for its grantees on various areas of project implementation and results-based management, organisation development, gender mainstreaming and evidence-based social norm change.

This will help ensure that: (1) the women’s NGOs and CBOs that receive grants **have the best chance of success with their initiatives**, and (2) the organisations would have **gained significant institutional capacities in order to sustain their work** towards their mission, by the time the partnership comes to a close.

CPF will also facilitate **Listening and Learning (L&L) Workshops** for all grantees every two years—in order to put into practice the foundation’s value for intellectual humility and ‘growth mindset’: the core belief that we all could always do our work better, if we put our energies into learning.





WOMEN'S EMPOWERMENT AND LEADERSHIP ACADEMY FOR DEVELOPMENT (WELEAD)

The foundation will build a learning programme on effective global development for women managers and staff of NGOs, development consultants, researchers and other practitioners from low and middle-income countries. CPF will provide full and partial scholarships in order to increase the number of local experts with technical capacities to support national development projects, gender mainstreaming and programming in the global south.

The programme will utilise a blended approach, combining online and face-to-face sessions together with learning visits and South-South mentoring conducted by a network of global development practitioners.

ACTION RESEARCH AND ADVOCACY

Through participating in global networks, CPF aims to empower more actors and influence more decision-makers and 'purse string holders' to [#ShiftThePower](#). Research and advocacy will play an integral role in our strategy to identify epic successes and failures of various initiatives and pioneers, who have embarked on making changes needed for the shifting and sharing of power between funders and grantees, and engaging southern NGOs and CBOs more equitably and ethically.

CPF aims to bridge the gaps between research and practice by testing and evaluating ways to catalyse community-led development in its own processes. Starting internally, CPF will invest in documenting its experience in participatory grantmaking to build an evidence base that could demonstrate how to catalyse community-led change. In this process, grantees will also be guided in conducting community-led monitoring and to improve how they can showcase their achievements, capacities and contributions to global development.





PARTNER NGOS AND CBOs IN THE PHILIPPINES

CPF has existing partners in the Philippines that have a strong track record in supporting community-led change—consulting closely with grassroots women, men and youth on their own visions of development.



INSTITUTE OF POLITICS AND GOVERNANCE

The Institute for Politics and Governance, Inc. (IPG), is an NGO that has worked for advancing participatory democracy, respect for human dignity, rule of law, gender responsiveness, good governance, local autonomy and transformative politics since 1994 in the Philippines.

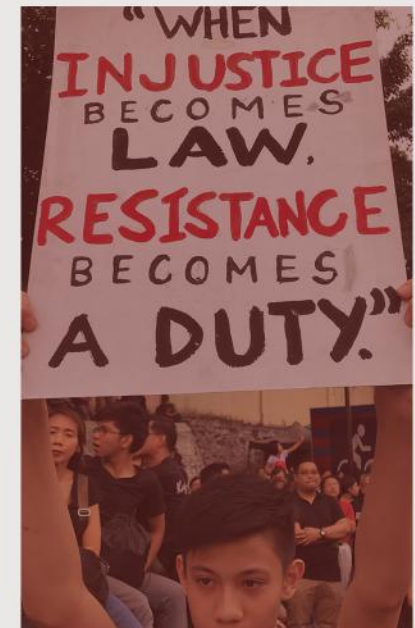
IPG envisions a just Philippine society where ethical governance upholds the human rights of all citizens and responds to their basic needs so that all Filipinos thrive. IPG's strategic priorities involve a two-prong rights-based approach of capacitating local government units to protect and fulfil their constituents'

needs, especially the marginalized, and capacitating people's organizations to advocate for remedies to their problems. IPG also creates narratives that value people-centred and gender-responsive platforms, human rights, and promote people's agency and self-determination.

IPG was also the leading national NGO that partnered with UN Women Safe Cities programme in 2016, which successfully advocated for the Manila City law to better prevent and respond to sexual harassment and violence in public spaces.

CPF PROGRAMME: CIVIC AND VOTER'S EDUCATION (CVE)

CPF will support IPG with grants and technical support to develop and pilot a Civic and Voter's Education Training Manual and community discussion guides (in Filipino). These will be developed in close consultation with CBOs nationwide that reach and address issues of urban poor communities. The Programme will support formation of Community Education Teams (CET) to conduct civic and voters' education and the training will encompass topics such as human rights, democratic principles, voting information, good governance, civic obligations and participation.





PINASAMA

The PINASAMA (Parent Initiative for Social Awareness Mainstreaming Advocacy) is a grassroots women's organisation providing daycare and Early Childhood Care and Development (ECCD) services as an alternative education for children age 3-6 years old from urban poor communities. Its history traces back to 1984, when a group of community women wanted to tackle the issue of lack of access to affordable child care and education. These women leaders researched, trained and mobilized for the installation of ECCD programs in urban poor villages. These local initiatives were found to be very responsive to the needs of community women, thus it was replicated in thirteen other communities. Since 2001, PINASAMA is also mainstreaming children with disabilities in its facilities.

Recognising the intersection of domestic violence and children's development, PINASAMA also implemented community-based approaches to combat domestic violence and other forms of VAW. The organization's daycare educators were trained in gender sensitivity, paralegal training, counselling to support survivors of violence, and in facilitating awareness raising sessions on gender and VAW.

PINASAMA also partnered with UN WOMEN Safe Cities Programme and successfully formed a Safe Cities Youth Theatre Action Group (#SCYTAG), which trained disadvantaged youth in using theatre as a popular education strategy to prevent sexual harassment and violence in public spaces.

CPF PROGRAMME: URBAN POOR SUPPORT FOR COLLECTIVE ACTIONS AND LEADERSHIP OF WOMEN (UPSCALE)

CPF will increase the scale of the community initiatives of PINASAMA and support them with flexible grants, training and technical support to form a cooperative in order to provide essential services (e.g., day care centres, slum upgrades,

income-generation activities, etc.) to more urban poor women. The programme will also support understanding community mechanisms that can be strengthened for preventing and responding to VAW in communities.

SOLIDARITY OF OPPRESSED FILIPINO PEOPLE (SOFP)

Formerly Damayan ng Maralitang Pilipinong Api Inc. (DAMPA), SOFP is a national federation of people's organisations (POs) consisting of 68 member organisations that are addressing the most pressing needs of urban and rural poor communities. It was established in December 1995 in response to massive demolitions in the slums surrounding Smokey Mountain—the term coined for a large landfill once located in Tondo, Manila, which contained two million metric tons of waste. The demolitions left hundreds of urban poor families in desperate need for adequate basic services.

Throughout the decades, SOFP has served POs and provided leadership opportunities to community women, men and youth while addressing the






Learn more about how to support Community-led Change and transform power imbalance in the aid sector.

**Connect with us at
<https://www.connective-paths.org/>**

Public Legal Information

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RSIN: 863565165

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