THE PATH TOWARDS OUR VISION 2015-2024
With the participation of:
- FCAM’s Team, Board of Directors, and Assembly;
- Grantee groups of Guatemala, Honduras, El Salvador, and Nicaragua, as consultants concerning the validation of FCAM’s role and support of women’s movements;
- Organizations and leaders of feminist movements: indigenous women, environmentalists, migrant women, and others, who participated in a regional conference organized in for FCAM’s strategic planning to analyze the context and priorities for women’s rights in the next ten years.

Facilitated by: Rita Muckenhirn, with the collaboration of Karina Gadea, La Cuculmeca

Date: July to December 2014

Location: Managua, Nicaragua
Index

Our Identity 3
Our Values 3
Our Vision 6
Our Mission 6
With Whom and For Whom We Work 7
FCAM’s Areas of Direct Intervention 8
Our Theory of Change and Crosscutting Approaches 9
Our Strategic Focus Areas 12
Our Geographic Reach 12
The Changes We Want to Achieve 13
Strategic Map 15
Changes in Adolescent Girls and Women and Their Social and Environmental Context 16
Changes in FCAM Partner Organizations 17
Changes in the Organization 18
OUR IDENTITY

Our Values

At FCAM, we have defined institutional values and guiding principles that are the compass for our work, the way we interact with the context, and how we establish relationships.

FCAM applies these values and principles on the internal and external level, with our partner organizations, movements, donors, individuals, and allied organizations and institutions.
Gender Equity and Equality

From our perspective, gender equity exists when women and men are treated according to their particular needs—be that in an equal or different way—and also according to their rights, benefits, obligations, and possibilities. Gender equity requires the integration of concrete measures that avoid reproducing women’s historically lived disadvantages.

We refer to gender equality when men and women receive the same social benefits and are treated with the same respect. In order for there to be gender equality, gender equity must exist. This necessary link is explained by Alda Facio when she affirms that both equality between men and women and gender equity allows for there to be identical or different treatment according to respective needs.

The concept of equality demands that the treatment of women—whether the same or different—allows women to be free from any type of discrimination. However, equity does not make reference to the elimination of the discrimination that women suffer. We also agree with Amelia Valcárcel when she says: “equality is ethics and equity is politics.”

Social Justice

We understand social justice as the full exercise of human rights by adolescent girls, young women, adult women, and other members of the community, in equality, security, and freedom. In the same way, it includes equal conditions for access to opportunities, the acceptance, respect, and appreciation of diversity, and the recognition of women’s rights as human rights.

Ecological Conscience

This means recognizing the importance of caring for the environment, as well as implementing and promoting practices that produce the least amount of harm possible. We recognize our connection to the planet, natural resources, and biodiversity; therefore, our interaction with these elements will have a significant impact on the quality of life and survival of current and future generations.
OUR GUIDING PRINCIPLES

Autonomy

This is the freedom to decide and act according to the values and principles of FCAM.

Autonomy allows us to make decisions based on our mission and vision, apply strategies in accordance with institutional criteria and principles, and adapt to or confront changes and challenges within the context.

Solidarity and Sisterhood

We understand solidarity to be the individual or collective disposition to identify with one another – mentally and emotionally – and take actions that take into account the experiences, situations, or lived conditions of other people with whom we share ideals, values, principles, and causes.

When we speak of Sisterhood, we identify with Marcela Lagarde’s definition: “Sisterhood is an ethical, political, and practical dimension of contemporary feminism. It is an experience that women have which leads to the search for positive relationships, and an existential and political alliance, body to body, subjectivity to subjectivity with other women, in order to contribute through specific actions towards the social elimination of all forms of oppression and towards mutual support to achieve overall power for all and the vital empowerment of each woman.”

When Sisterhood is put into practice, it allows us to establish relationships of recognition, respect, and equality between women, inside and outside of FCAM. It drives us to promote collective empowerment and brings us closer to social justice.

Respect

Respect comes from recognizing and valuing people in all their diversity. Respect contributes to the construction of more inclusive societies and to the establishment of a new political culture that is more democratic and respectful of the diversity at the heart of the women’s and feminist movements.
Well-being

From a holistic perspective and drawing inspiration from the indigenous worldview, we can say that we understand well-being as harmony between people and communities. It is a dignified, equitable, and sustainable way of life in communion with nature. Furthermore, including aspects related to the “well living” well-being leads to the socialization of learned lessons, knowledge, and wisdom.

Honesty and Transparency

This means acting in accordance to the values, principles, vision, and mission of FCAM. To be honest and transparent is to effectively and efficiently use resources, as well as inform in a clear and opportune way about the results of the funds managed.
Collaborative Work

To work collaboratively is to work together for a common goal. The necessary ingredients for collaborative work are trust, commitment, assertive communication, coordination, reciprocity, and mutual responsibility among the people involved.

Integrity

Integrity is the resulting relationship between the principles and values that the Fund officially declares and its actions. Everything that the organization stands for should be clear – through its work and the people who make up the organization, in its relationships with partner organizations, in relationships with donors, with our allies, and with the public in general.

Participation

Since its founding, FCAM has created processes that promote and facilitate active involvement from different key stakeholders to define strategies and to fulfill its institutional goals.

In the case of our partner organizations, it’s about bringing the voices of groups who are largely excluded and making them the protagonists of decision-making processes related to the work of FCAM in order to strengthen feminist actions. It is also very valuable to the life and functioning of FCAM to have spaces in which we get to know the perspectives and listen to the opinions of other key stakeholders.

Participatory processes allow FCAM to demonstrate that other forms of collaboration between donors and movements are possible when reciprocity and mutual responsibility are present.
OUR VISIONS

Beginning with our organizational values, guiding principles, and collective dreams, we build our visions:

• The vision related to adolescent girls and women in their social and environmental context: How do we imagine adolescent girls and women, who are the main target population for FCAM, in 2024?

• The vision with respect to the direct target groups of FCAM: How do we imagine the women defenders of women’s rights, the women’s and feminist groups, organizations, and movements, and other social movements we work with in 2024?

• The vision for our organization: How do we see our organization and how do we want to be seen from the outside?
OUR VISIONS

Based on our organizational values, guiding principles and our collective dreams we developed our visions: feminist movements

- The vision about girls and women in their social and environmental context: How we imagine the girls and women, who are the target population of the FCAM by 2024?

Our Vision Related to Women and Adolescent Girls

Adolescent girls and women, in all their diversity, make progress towards the recognition and the substantial exercise of all of their rights within a mutually responsible society.

Our Vision Related to Our Partner Organizations

Stronger partner organizations, which are autonomous and work together within the women’s, feminist, and other social movements, claiming their rights and promoting structural changes at the social and cultural level, to improve the well-being of adolescent girls and women.

Our Vision of FCAM

FCAM is a regional and international leader because of its innovative character, efficiency in fundraising, contribution to the development of a feminist philanthropic culture, as well as for its sustained support and general support offered to its partner organizations, its commitment to women’s and feminist movements, its good organizational practices, and inclusive leadership in joint initiatives.
The organizational mission defines our actions, our contributions, and key tasks needed for achieving the vision to which we are committed.

Our Mission as FCAM

FCAM is a feminist women’s fund, that raises funds for groups, human rights defenders, organizations, and movements that promote and defend the human rights of adolescent girls, young women, and adult women, based on a model of collaboration and feminist philanthropy with an emphasis on physical, emotional, economic, political, and environmental sustainability.
With Whom and For Whom We Work

Target Population

The target populations we prioritize are groups, organizations, and networks led by women, usually who are marginalized, both within women’s movements and in other spaces in society, such as: adolescents and young women, sex workers, lesbians, bi-sexual women, transgendered persons, migrant women, domestic workers, women factory workers, rural women, indigenous women, women of African descent, women living with HIV, and women with disabilities.
Our Partner Organizations

Partner organizations with whom we implement our strategies in this new period are: women human rights defenders, women’s groups, allied organizations and joint initiatives, networks and broad alliances of women and feminists.

Human Rights Defenders

Women that individually or in association with others, act – at the local or international level – to promote and protect human rights, including women’s rights.

Groups

A group of people that organize and interact based on a common goal. Its members interact through agreed upon norms, values, and objectives, that are necessary for the good of the group and its ability to pursue its goals.

Organizations

Social organizations that are legally registered as nonprofits, with the end goal of representing and promoting the values and specific interests of a community within a territory. They are responsive to their target population at the local, national, regional or international level.
Women’s and Feminist Networks and Associations

An important focus of FCAM is the strengthening of networks and alliances of the broader movement of women and feminists.

When FCAM refers to the broader women’s movement, it means the set of individuals, groups, organizations, and networks of women that collectively fight for the recognition and defense of their rights.

By feminist movements we refer to the alliance of feminist individuals, groups, and organizations that fight to change the patriarchal system that oppresses women and the hidden power relationships behind gender roles.

The women’s rights defenders, organizations, networks, and alliances with which FCAM collaborates, hold the common objective and end goal of contributing to the affirmation of and struggle to defend women’s rights (that are recognized or not recognized), according to the local, national, and/or international context in which they work.
FCAM’s Areas of Direct Intervention

These are the other sectors with which FCAM will work directly to strengthen the path towards completing its mission.

Business Sector

This sector is a key stakeholder that can and needs to foment changes in women’s human rights, and at the same time is a potential donor in the feminist philanthropic framework.

- Banks and investment institutions
- Business associations
- National private companies
- Micro, small and medium-sized businesses
- Transnational corporations

Communications Sector

The media are also key stakeholders in helping to generate change in the perceptions of the general public and other stakeholders:

- Online social networks and independent blogs
- Private media and allied reporters
- Community radio and local television stations
- People who influence public opinion
Academic Sector

The academic sector plays an important role in spreading the feminist approach and generating knowledge about the current situation, changes, and achieved impacts.

• Research centers
• Universities – Gender Studies departments
• Professionals with leadership and influence within Academia

Donors

The fundraising strategy of FCAM is focused on the following stakeholders:

• Institutional donors: bilateral and multilateral government agencies, private and public foundations, international NGOs, and Women’s Funds
• Individual donors
• Corporate donors
Our Theory of Change and Crosscutting Approaches

Our Theory of Change

The Central American Women’s Fund (FCAM) develops its theory of change beginning from a holistic and historic feminist analysis of existing power relations in Central American society as a whole and from the fact that this society is immersed in a patriarchal and exclusionary global system based on relationships of power and dominance, exploitation and oppression, that interact and are mutually reinforcing.

These power relations are socially constructed and are based upon differences related to gender, age, sexual identity and orientation, ethnicity, skin color, physical and mental capabilities, nationality, social class, rural or urban origin, educational level, and religion – to name the most common – assigning greater value to some people than to others.

These relationships of power and dominance among people are expressed at the interpersonal and institutional level, on an ideological and material level, and generate violence, destruction, and death. They also lead to individualistic and predatory attitudes and behaviors towards the natural environment that surrounds us.

In order for the system to change and to transform these relationships of dominance into relationships based on collaboration and solidarity, equality and equity between people and particularly between genders, we need change both within people and their communities, and structural changes in the institutions of our societies. On the other hand, profound cultural changes are needed in societal norms that regulate the individual and collective attitudes and behaviors in our societies.
How are these changes accomplished?

This system of power relations and dominance between human beings is an extremely complex system, dependent upon the social and historical context in which it is expressed and subject to constant changes, many of them unpredictable and uncontrollable. Despite the enormous diversity of the sub-systems of subordination, exploitation, and oppression that form the system, throughout history and as a result of the struggles and rebellions of the oppressed, we have been able to identify several patterns of changes and factors that influence them.

Among these factors, the following stand out:

- The creation of a favorable environment in public opinion towards the desired changes: questioning the status quo, redefining relationships between genders and people in general, and raising awareness in the population about the need for the desired changes.

- The promotion of and support for changes in individual and collective attitudes and behaviors according to our vision.

- Reinforcing collective action and social mobilization to pressure institutions (families, private educational and health institutions, media outlets, companies, civil society organizations, governmental and international institutions, etc.) in favor of the public policy changes that can establish new social norms of coexistence and collaboration among human beings.

One key stakeholder in pushing these actions forward in the region is the women’s and feminist movements, and the organizations and institutions that form them. It is here that FCAM directs all its efforts in order to strengthen and improve the sustainability of these movements and organizations (instead of directly funding the implementation of the programs themselves).

We see feminist and women’s movements in the region as a system in which organizations of all sizes have a role to play. We believe in the complementary nature of their actions. We also believe in the vital importance of community-based groups that work at the local level and whose work is often invisible, but that are the lungs of the movements. In general, these groups have very little access to funds and support, and need to associate themselves with other more organized organizations at the national and international levels.
Hence, FCAM supports numerous small, local initiatives and promotes the exchange of ideas and links between them and other organizations of the movement. In addition to considering inclusion as an essential value, we believe that the recognition and appreciation of diversity and differences are an accelerant for social change. It diminishes the risks that the movements will become stagnant, and it opens them to new possibilities and perspectives. This has been and continues to be a fundamental commitment of FCAM.

Crosscutting Approaches

Sustainability

It is the capacity to remain active, a quality which an element, system or process possesses over time. The ability for an element to resist, hold on, endure.

Physical and Emotional Sustainability

Understood as the physical and emotional security and health of feminists and human rights defenders, who are affected by different factors: growing threats by state and non-state actors, a lack of attention to their health, extreme exhaustion, etc.

In this way, we promote self-care as both an internal and external strategy that seeks a full and satisfying life as part of the work that we do in defense of women’s rights. It is also an essential element to ensuring the sustainability of the movements we support.
Political Sustainability

Through our work, we promote a new political culture, which is more democratic and respectful of the diversity at the heart of the women’s and feminist movements. We implement and promote a new model of relationship between the Central American feminist movement and money, through our commitment to contributing to the democratization of access to resources, giving a voice to groups excluded from the movements, and broader participation from the partner organizations and women’s movements in the region in the institutional processes of FCAM.

Within FCAM, we see sustainability as the possibility for renewal, for strengthening and capitalizing on individual and collective capacities, for including new perspectives and ideas, and to encourage mutual and continuous learning.

Economic Sustainability

The FCAM offers financial support in the form of general and long-term support that responds to the needs and priorities of its partner organizations. This support is a vital element necessary for partner organizations to achieve organizational growth.

Economic sustainability is the quantity and quality of the necessary financial resources (money, equipment, materials, professional human resources) to reach our proposed goals. It is key to FCAM’s work, therefore, we dedicate a lot of effort to creating, cultivating, and maintaining excellent relationships with our donors (of all types), allies, and women’s funds. We look for innovative alternatives to attracting new and greater resources to the region, while promoting transparency and proper reporting at all levels (by FCAM and its partner organizations).

Environmental Sustainability

This is the compatibility between the practices, policies, and procedures that preserve biodiversity and ecosystems. Additionally, it includes making responsible decisions that reduce the negative
impact on the environment, such as recycling, waste disposal, rational use of services and available resources, among others. Environmental sustainability is a new area for FCAM, which will also mean taking internal measures, and working to sensitize and educate the partner organizations that have not integrated this concept into their work.

**Diversity**

Diversity is the difference or distinction that enriches relationships between people or groups of people. By recognizing and appreciating diversity, we contribute to the dynamic nature of the feminist and women’s movements in Central America. For this reason, FCAM contributes to the empowerment of women who are typically marginalized (young women, indigenous women, women of African descent, bisexual women, lesbian and transgendered women, women with disabilities, sex workers, domestic workers, and textile factory (maquila) workers, women living with HIV), both within the women’s movements and in other spaces of civil society, so that their voices can be heard and their perspectives and priorities considered.

**Feminisms**

We understand feminisms as the diverse set of ideologies and political, cultural, and economic movements that push for equal rights between women and men, while at the same time questioning and working to eradicate men’s dominance and violence towards women, and the assignment of social roles according to gender.

Given that the focus on diversity is a crosscutting theme in our work, FCAM recognizes that there is no one way to be a feminist or practice feminism. We do not consider it to be one homogenous, unique viewpoint. This is why we speak of feminisms.

Feminisms for FCAM are linked with each other through political philosophy and as a social movement, establishing women as architects of their own lives and that men are not the starting point nor the model to which we should aspire in order to give meaning to our lives.
Feminist Philanthropy

Feminist philanthropy is a broad term that is still being defined for which there is no sole or agreed upon definition. For FCAM, feminist philanthropy is the contribution of private resources (by individual people and companies) supporting structural change in power relations between genders. By resources, we mean material goods, money, time, knowledge and/or experience of people in the support of these causes.

FCAM does not consider philanthropy to be an act of charity, but rather a constructive act whose goal is to collaborate for empowerment and the collective construction of lasting solutions. The feminist aspect does not mean that the philanthropy is only in support of women and adolescent girls. It is defined by its search for gender equity and equality, and structural change in existing power relations between the genders.

Feminist Approach

This approach is a way of observing reality and intervening in it, beginning by recognizing the existence of a reality of violence and domination that favors men, and is organized to the detriment of women and historically marginalized groups. In this way, the feminist approach seeks to change the relationships of power and inequality, by promoting the active participation of our interest groups (partner organizations, movements, peers, and donors), transparency, solidarity, sisterhood, and appreciation for diversity, collaborative work, and mutual responsibility.

Mutually Responsible Society

This is a society in which people assume individual and collective responsibility, from the conviction that mutual responsibility is an act of justice and conscience, and that everyone has obligations.
Our Strategic Focus Areas

The FCAM supports groups, initiatives, and organizations of women in all their diversity, which defend the human rights – recognized and unrecognized – of adolescent girls and women, on the basis that:

“The human rights of women and of the girl-child are an inalienable, integral and indivisible part of universal human rights. The full and equal participation of women in political, civil, economic, social and cultural life, at the national, regional and international levels, and the eradication of all forms of discrimination on grounds of sex are priority objectives of the international community.” (Vienna Declaration, Art. 18)

Thus, FCAM respects and contributes to the autonomy of its partner organizations’ agendas.

At the same time, all of these rights contribute and are interconnected to the dimensions of sustainability that FCAM prioritizes:

• Physical and emotional sustainability
• Political sustainability
• Economic sustainability
• Environmental sustainability
Our Geographic Reach

The direct area of intervention of FCAM continues to be the Central American region. However, in recent years we have contributed to the struggles for women’s human rights in countries outside of the isthmus.

In future years, FCAM foresees continuing alliances with allied organizations in other countries of the Americas and on other continents, as one of its strategies of collaboration and resource mobilization.

The number of partner organizations will be adjusted based on the funding opportunities available, as well as the number of partner organizations who can receive quality attention from one person.
The Changes We Want to Achieve

FCAM has identified three groups in which it would like to create change:

- Adolescent girls and women
- Partner organizations: human rights defenders, groups and organizations
- FCAM (as an organization)

Each group must create their own path towards the vision, based on the theory of change:

- Changes in the well-being and autonomy of adolescent girls and women, and their social and natural surroundings.
- Changes in the collective contributions and practices of social actors.
- Changes in the behavior and individual practices of people and groups.
- Changes in the knowledge and skills of people.
It is important to keep in mind that the path towards our vision is immersed in a dynamic, changing, and each time more complex context.

Thus, it represents a model that explains the connections and logic behind the social changes, at the same time it helps to focus in on and simplify the processes of change.

An important commitment that FCAM has made is related to its model and system of planning, monitoring, evaluation, and learning. The model focuses on identifying the changes that many times cannot be anticipated, but instead are generated through unforeseen dynamics and through the interaction of a diverse set of actors and factors in the surrounding environment.

**Changes in the Well-being and Autonomy of Adolescent Girls and Women**
We hope to see changes in the fulfillment and exercise of human rights, including physical, emotional, economic, material, social, cultural, citizen, spiritual, and ecological well-being of adolescent girls and women. This is the ultimate impact we hope to contribute to as FCAM.
Changes in Collective Contributions and Practices
In order for changes in the well-being of adolescent girls and women to occur, we need to take a look at what social actors must change something with respect to the roles, functions, responsibilities, and competencies they have within society. These social actors include families, communities, organized citizen or community groups, cooperatives, organizations, networks, movements, or institutions.

Changes in behaviors and individual practices
Changes in the collective contributions and practices of social actors are based on changes in individual behaviors, conduct, routines, and practices of the members of these groups or other people or groups who influence or have an impact on them. This level of change has to do with the use of information and abilities, and putting knowledge into practice.

Changes in Knowledge and Abilities
In order for people to change their behaviors and individual practices, they need to acquire new knowledge, perceptions, and sensibilities, and/or strengthen their skills and abilities.

The Challenge
The most difficult step on the path towards our vision is to convert changes in knowledge and abilities into changes in behavior. We can all be aware of the need to change, however, it is challenging to transform this awareness into action in a sustained and conscious way.

FCAM’s Progress on the Path Towards Our Vision
Our ultimate goal as FCAM is to contribute to the well-being of adolescent girls and women. We aim to reach this goal through the work of our partner organizations, which define and build their own path towards the vision that we share, but according to their own agendas and priorities.

FCAM’s direct contribution is creating the conditions for the development of the work of our partner organizations, the human rights defenders, and women’s and feminist groups, allied organizations, networks, and alliances. Simultaneously, FCAM moves along its own path to be able to offer the necessary support to all of them.
OUR STRATEGIC MAP

Vision Related to Adolescent Girls and Women
Adolescent girls and women, in all their diversity, make progress towards the recognition and the substantial exercise of all of their rights within a mutually responsible society.

Physical and Emotional Sustainability
Adolescent girls and women develop in a safer and more respectful environment for their rights, where their abilities can blossom and there is equality and equity.

Political Sustainability
Adolescent girls and women exercise their civil and political rights in an integral way from a human rights perspective.

Economic Sustainability
Women have access to and management of productive resources (land, capital, and other resources), new work opportunities, and recognition of carework.

Environmental Sustainability
Adolescent girls and women enjoy a healthy, balanced, and harmonious environment from the perspective of environmental sustainability and gender relations.

Vision Related to Our Partner Organizations
Stronger partner organizations, which are autonomous and work together within the women’s, feminist, and other social movements, claiming their rights and promoting structural changes at the social and cultural level, to improve the well-being of adolescent girls and women.

Women Defenders of Women’s Human Rights
Women human rights defenders carry out their work in a coordinated way and in favorable, safe conditions.

Groups
Partner organization groups carry out their work in an autonomous and self-sufficient way with a focus on political, economic, physical, emotional, and environmental sustainability.

Organizations
Women’s organizations make the results and impact of their work visible, according to their mission and vision.

Women’s and Feminist Networks and Alliances
Women’s and feminist networks and alliances strengthen their leadership in the region through sisterhood, and with autonomy, democracy, and diversity.

Mission as FCAM
FCAM is a feminist women’s fund that raises funds for groups, human rights defenders, organizations, and movements that promote and defend the human rights of adolescent girls, young women, and adult women, based on a model of collaboration and feminist philanthropy with an emphasis on physical, emotional, political, and environmental sustainability.

Vision for FCAM
FCAM is a regional and international leader because of its innovative character, efficiency in fundraising, contribution to the development of a feminist philanthropic culture, as well as for its sustained support and general support offered to its partner organizations, its commitment to women’s and feminist movements, its good organizational practices, and inclusive leadership in joint initiatives.

From a Financial Perspective
FCAM consolidates and diversifies its strategies for financial sustainability.

From the Perspective of the Areas of Intervention
FCAM is a leading feminist fund for organizations, groups, donors, and other women’s funds, that is characterized for its close work with its partner organizations, its clear reporting processes, flexibility, openness, and innovation.

From a Processes Perspective
FCAM has efficient, up-to-date, and organized internal processes in all areas of work, which are adapted and applied by its staff.

From the Perspective of the Well-being and Development of the Organization
FCAM is a strong organization, committed to organizational development and the well-being of the people, groups, and organizations directly linked to it, with a coherent approach to policy and practice.

Sustainability
- Physical and Emotional
- Political
- Economic
- Environmental

Conceptual framework and approach
- Diversity
- Feminisms
- Feminist Philanthropy
- Feminist Approach
- Mutually Responsible Society
- Collaborative Work
- Integrity

Values
- Gender Equity and Equality
- Solidarity and Sisterhood
- Participation
- Respect
- Ecological Conscience
- Well-being
- Honesty and Transparency
- Social Justice
- Integrity
Changes in Adolescent Girls and Women and Their Social and Environmental Contexts

Our Vision Related to Adolescent Girls and Women

Adolescent girls and women, in all their diversity, make progress towards the recognition and the substantial exercise of all of their rights within a mutually responsible society.

Changes in the Well-being and the Autonomy of Adolescent Girls and Women

Physical and Emotional Sustainability
Long-term Goal 1:
Adolescent girls and women develop in a safer and more respectful environment for their rights, where their abilities can blossom and there is equality and equity.

Political Sustainability
Long-term Goal 2:
Adolescent girls and women exercise their civil and political rights in an integral way from a human rights perspective.
Economic Sustainability
Long-term Goal 3:
Women have access to and management of productive resources (land, capital, and other resources), new work opportunities, and recognition of carework.

Environmental Sustainability
Long-term Goal 4:
Adolescent girls and women enjoy a healthy, balanced, and harmonious environment from the perspective of environmental sustainability and gender relations.
Changes in FCAM’s Partner Organizations

Our Vision Related to Our Partner Organizations

Stronger partner organizations, which are autonomous and work together within the women’s, feminist, and other social movements, claiming their rights and promoting structural changes at the social and cultural level, to improve the well-being of adolescent girls and women.

Changes in the Performance of FCAM Partner Organizations

Women Defenders of Women’s Human Rights

Performance Goal 1:
Women human rights defenders carry out their work in a coordinated way and in favorable, safe conditions.

Groups

Performance Goal 2:
Partner organization groups carry out their work in an autonomous and self-sufficient way with a focus on political, economic, physical, emotional, and environmental sustainability.

Organizations

Performance Goal 3:
Women’s organizations make the results and impact of their work visible, according to their mission and vision.
Women’s and Feminist Networks and Alliances

Performance Goal 4:
Women’s and feminist networks and alliances strengthen their leadership in the region through sisterhood, and with autonomy, democracy, and diversity.
Changes at the Level of FCAM

Our Vision for FCAM
FCAM is a regional and international leader because of its innovative character, efficiency in fundraising, contribution to the development of a feminist philanthropic culture, as well as for its sustained support and general support offered to its partner organizations, its commitment to women’s and feminist movements, its good organizational practices, and inclusive leadership in joint initiatives.

Changes in FCAM’s Performance

From a Financial Perspective
FCAM consolidates and diversifies its strategies for financial sustainability.

From the Perspective of the Areas of Intervention
FCAM is a leading feminist fund for organizations, groups, donors, and other women’s funds, that is characterized for its close work with its partner organizations, its clear reporting processes, flexibility, openness, and innovation.

From a Processes Perspective
FCAM has efficient, up-to-date, and organized internal processes in all areas of work, which are adapted and applied by its staff.

From the Perspective of the Well-being and Development of the Organization
FCAM is a strong organization, committed to organizational development and the well-being of the people, groups, and organizations directly linked to it, with a coherent approach to policy and practice.