

IWDA STRATEGIC PLAN MONITORING, EVALUATION AND LEARNING REPORT 2019-2020

DECEMBER 2020

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Executive Summary

In the 2019-20 financial year, IWDA was presented with the unprecedented challenge of operating in the COVID-19 pandemic. As a result of this, a temporary, flexible home-based workforce has emerged, and the organisation's Partnership team has had to pivot to online platforms in order to continue its programming and advocacy activities.

This report focuses on the strategic question – to what extent has IWDA, our partner organisations and the collective action coalitions we participate in and support, grown in strength and influence?

In response to this, the report explores the nature of influencing activities used by IWDA and our partner organisations and highlights those which were significant in the financial year under review. Another section of the report explains our role in coalitions and the barriers and enablers to successful collaboration. Finally, the report presents indicators of organisational financial sustainability, and looks at our growth in membership and in reputation.

COVID-19 has presented challenges for the sector as a whole, including IWDA, and exacerbated financial uncertainties for IWDA and our partners. The impact of this post the 2019-20 financial year is not yet known. However, the findings of this report suggest that IWDA has effectively taken steps to adjust its operations to the COVID-19 environment: it remains robust and compliant, with a proven business model, sound fundraising and advocacy strategies, reserves to draw on, talented staff, strong partnerships and capable partners, a credible reputation, and an ever-growing base of supporters and followers.

IWDA gives and gains much from its support to collective action coalitions. We add value by conducting research and gathering data to develop useful advocacy tools and resources, which are then used by collective action coalitions to influence change that contributes to gender equality.

Staff reflection sessions revealed that IWDA plays many roles: connector, broker, funder, sponsor and translator. This report highlights that the ways we work and how we support our partners is enabling.

In doing so, there are instances where IWDA brings visibility to gender equality issues, and instances where IWDA brings visibility to our organisation, to demonstrate its relevance. Both are equally important. IWDA also has visibility in domestic and Asia and Pacific regional spaces and, globally, through the IDM project. Growing recognition of IWDA expertise in poverty measurement and gender data is being leveraged under the IWDA Equality Insights (EI) brand.

The report highlights where organisational learning has led to change, and where improvements can be made. The deep dive section of this report concludes that improvements to Ending Violence Against Women and Girls (EVAWG) project design, monitoring and evaluation can be made through the use of IWDA's Safety and Security Framework and the UN *Quality Guidelines on Essential Packages for Women and Girls Subject to Violence*.

IWDA has a new Strategic Plan to guide the organisation into the future, which is more streamlined and intentional than ever before. It is unapologetically feminist. It stipulates that IWDA articulates and differentiates our work from the work of the women's rights organisations we support - a fundamental shift for our organisation. In essence, the new Strategic Plan represents a new and timely direction for our organisation as it navigates the COVID-19 environment and trends in the sector that call for decolonisation of aid.

Context

The 2019-20 financial year was influenced by global and domestic events outside of the control of IWDA that had an unsettling impact on our organisation. The **unprecedented challenge** of operating in the COVID-19 pandemic saw IWDA respond quickly to border restrictions and the Australian Government's response to COVID-19: Partnerships for Recovery.

The Australian bushfires led to changes in domestic donor behaviour, and re-focused Australians on the critical importance of climate justice. Discussions of race, diversity and inclusion in the international development sector have a long history. They re-emerged with prominence in 2020 as part of the Black Lives Matter movement, both globally and in Australia. In addition to prompting important sector-wide conversations on the colonial roots of development, it has also prompted important focus, particularly within the US-based philanthropic sector on how to better enact an anti-racist approach to philanthropic giving.

Finally, in May 2020, IWDA was informed that despite submitting the highest quality proposal to the Netherlands government, they will not continue to fund IWDA through its Power of Women program. This means that the Women's Action for Empowerment and Voice (WAVE) program, valued at approximately AUD\$20 million over 5 years, will end in December 2020.

In response to COVID-19, IWDA staff have been working remotely since March 2020. The organisation focused on business continuity planning and supported staff to work remotely by:

- Adopting Microsoft Teams as a remote video/meeting solution;
- Providing guidelines around equipment, occupational health safety and wellbeing;
- Enabling access to Exetel Banter - the latest cloud-based enterprise-level remote telephony platform; and
- Engaging DCA, a third-party supplier, for donation processing with support from the Fundraising team to ensure quality control and donor servicing.

IWDA conducted welfare checks with staff, increased the offering of Employee Assistance Program (EAP) support to our staff and extended EAP support to household members for staff not utilising their sessions. In addition to providing legislated pandemic-related leave and entitlements, we also offered full flexibility to staff, aimed particularly at supporting those with caring responsibilities, and planned how and when special COVID-19 leave could be offered to staff to support their wellbeing.

IWDA pivoted to use **digital communication tools** in place of face-to-face events (e.g. webinars, interactive hubs for partners/advocates and dedicated social media campaigns). Collateral developed in anticipation of major gender equality forums that were then cancelled (such as the 25th anniversary of the Beijing Declaration on Women's Rights) was repurposed and communicated digitally.

As our organisation responded to the imminent challenges before it, reports predicting the longer-term impact of recent global events on financial security began to surface. Data suggests that:

- Global commitments in response to COVID-19 are now more than \$20.4 trillion. This figure includes (in order of size of commitment) Government, Multilateral, Philanthropic, Non-Government Organisation/Civil Society Organisation, Bilateral and Private sector contributions.
- Australia's budget for official development assistance has been frozen until FY2022-23, after which development spending will be indexed to inflation. \$280 million of Australian development financing has been re-purposed to programs addressing COVID-19.

- The UK cut their 2020 ODA budget by 20%—GBP2.9 billion. The Government attributes the cut to the economic impact of COVID-19
- Narrowing or re-stating of geographic priorities is a trend in European ODA (including the UK).
- There is a shift towards increased direct funding to women's organisations in the Global South, or that they need to be the lead applicant. IWDA tracking shows that around 50% of identified grant opportunities have eligibility requirements that mean IWDA *cannot* apply as lead applicant, but its partners can.
- Australian donors and philanthropists were responding to a sequence of high profile needs in 2019-20, focusing on climate change, bushfires, and the health and economic impacts of COVID-19.
- In response to the Black Lives Matter movement, progressive US philanthropy rapidly shifted its focus to making specific commitments around supporting black-led organisations, largely based in the US.
- **Global economic downturn** as a result of COVID-19 may reduce the amount or likelihood of giving from individual donors, as well as philanthropic funds.

From this point on, strategic thinking and planning was framed in the context of **COVID-19 recovery**. This sense of optimism balanced out the uncertainty that lay ahead.

In addition to COVID-19, staff faced other challenges in the 2019-20 financial year. A **new organisational structure** and ways of working derived from the restructure exercise of the leadership team in the previous financial year meant staff were also adjusting to this change. Many teams experienced a period of rebuilding as they tried to understand their revised roles and responsibilities, both within their teams and within the wider organisation.

Professional and personal boundaries were blurred as our staff worked from home in compliance with rules and regulations put in place by the federal government. As of 30 June 2020, the state of Victoria where IWDA's office is based, was in the strictest global enforced lockdown. This likely impacted on the emotional, mental and physical health of staff. While technically not in the 2019-20 financial year, in response to the strain placed on staff, in August Leadership advocated to the Board to support some additional paid leave. In response to this advocacy, the Board gifted three non-consecutive Monday's over 6 a week period as an organisational close-down, in addition to other pandemic-related leave entitlements.

A final contextual factor is that in August 2019 a decision was made by the organisation to bring forward the strategic planning cycle by a year. This resulted in considerable effort in developing a **new Strategic Plan 2020-2023**, a process that relied on input from our staff, the Board, partners and stakeholders. Finalised in the 2019-20 financial year for implementation from July 2020 onwards, the new strategic plan has **three goals**:

Box A – IWDA Strategic Plan 2020-2023 Goals

Goal 1: Resource and contribute to resilient and vibrant feminist movements, primarily in the areas of: power leadership and civic space; freedom from violence; and gendered climate justice

Goal 2: Promote systemic change towards gender equality for all

Goal 3: Build a resilient and relevant feminist organisation

To achieve these goals, IWDA will employ **five strategies**, each with their own objectives. In contrast to the previous strategic plan, the goals and strategies clearly differentiate between IWDA's contribution and the work of the women's rights organisations that we fund. The IWDA Strategic Plan 2020-2023 builds on lessons learned over the life of the previous Strategic Plan and is an important tool for guiding IWDA's work for the next three years and beyond.

Methodology

The Monitoring, Evaluation and Learning Framework (MELF) outlines the approach and process for IWDA's whole of organisation Monitoring, Evaluation and Learning (MEL) against the Strategic Plan 2016-2021. Each year IWDA produces an organisational-level report. Within the organisation, responsibility for the production of the 2017-2018 and 2018-2019 reports lay with the Senior Programme Quality Manager and core MEL group but relied on involvement of all teams. The 2018 and 2019 experience highlighted the considerable human resources required to produce these reports.

In light of the adoption of the new Strategic Plan 2020-2023, and the maternity leave of the Senior Programme Quality Manager, a recommendation to streamline the output and the process for the production of the 2019-20 report was agreed to by the Leadership team.

Evaluative Questions

Accordingly, this report focuses on **one strategic question** (strategic question number 3 from the organisational MEL Framework 2016-2021):

3. To what extent has IWDA, our partner organisations, and the collective action coalitions we participate in and support, grown in strength and influence?

and **three evaluative questions**:

- 3.1 How have IWDA and our partner organisations strategically influenced supporters and stakeholders for lasting change?
- 3.2 How has IWDA contributed to effective collective action, and what were the barriers and enabling factors?
- 3.3. How has IWDA grown in organisational sustainability, including financial sustainability, membership and reputation?

A considerable number of data sources including quarterly monitoring data, CEO and team reports, and PowerPoint presentations were then reviewed against these questions. Following this, a facilitated session was led with each of the IWDA teams - Systemic Change and Partnerships, made up of the Partnerships team, Knowledge Translation and IDM; Business Transformation, made up of Operations, Fundraising, Grant Development, Communications and People and Culture; Finance; and the IWDA Leadership team. The purpose of these sessions was to identify and reflect on the key activities that contribute to each of the evaluative questions.

Deep Dive

To aid its practice as a learning organisation, a deep dive into the work of IWDA and its partners towards eliminating gender-based violence was conducted. Evaluations of six projects with EVAWG outcomes contributed towards a meta-analysis of the evaluative work undertaken over the life of the Strategic Plan 2016-2021.

Limitations

The reliance on an external consultant to take a sufficiently broad view of activities across the organisation is a limitation of this exercise. This was offset in two ways. Firstly, through the reflection sessions the most relevant achievements to include in the report were confirmed with teams and reflected on. Secondly, sense-making was tested and finalised with the core MEL group, a cross-functional representation group who provided guidance to the Consultant through the quality assurance process.

The **team reflection** activities lasted between 45-90 minutes which is a limitation of the process given the objective of validating key achievements across a full financial year, in addition to drawing out key learning. However, the shorter, focused duration of these activities responds directly to critique from earlier years that the MEL processes can be burdensome and to the desire from Leadership to produce a short and focussed report for 2019-20. A final limitation to be noted is that much of the documentation used for this report was produced for purposes other than whole of organisational MEL reporting. Therefore, much of the data as retrofitted to help answer the evaluative questions.

Strategic Question 3: To what extent has IWDA, our partner organisations, and the collective action coalitions we participate in and support, grown in strength and influence?

IWDA's Monitoring, Evaluation and Learning Framework for the Strategic Plan 2016-2021 identifies five strategic questions and nine evaluative questions that explore the impact, relevance, sustainability, efficiency and effectiveness of our work. The strategic questions guide governance and leadership consideration of our delivery of the Strategic Plan. They enable high-level analysis of our performance, asking *are we doing the right work and what is our unique value?* Each strategic question has a set of sub-evaluative questions that sit at the operational level and create a common framework across IWDA teams for an operational review of our impact, relevance, sustainability, efficiency and effectiveness.

Strategic question 3 assesses the **sustainability** of IWDA using evidence collected against three evaluative questions:

- 3.1 How have IWDA and our partner organisations strategically influenced supporters and stakeholders for lasting change?
- 3.2 How has IWDA contributed to effective collective action, and what were the barriers and enabling factors?
- 3.3. How has IWDA grown in organisational sustainability, including financial sustainability, membership and reputation?

Evaluative question 3.1: How has IWDA and our partner organisations strategically influenced supporters and stakeholders for lasting change?

Goal 4 of the IWDA Strategic Plan 2016-2021 is to **advance systemic change** towards gender equality. Systemic change can be achieved by influencing supporters and stakeholders. IWDA conducts strategic and influential research that is used to advocate for laws and policies that stand up for women's rights.

IWDA's role in **influencing** spans across many of its teams. For example, in the 2019-20 financial year, the Knowledge Translation and IDM team of IWDA carried out at least 100 influencing activities (see Table 1 for a list of influencing activities conducted by the Research Policy and Advocacy team). In the same timeframe, up to eight cases of successful advocacy for the introduction of, or improved implementation of, laws/policies/budgets or programs under the Women's Action for Voice and Empowerment (WAVE) program were supported by the Partnerships Team.

This section explores the way that IWDA and our partners have strategically influenced supporters and stakeholders in 2019-20 through five illustrative examples:

- WAVE partners' work
- The Individual Deprivation Measure¹
- Feminist Foreign Policy

¹ In August 2020, IWDA launched a flagship program, Equality Insights, to take forward our work on individual-level, gender-sensitive and multidimensional poverty measurement. Equality Insights builds from the foundations established between 2008-2020 on the Individual Deprivation Measure.

- IWDA position papers
- Responses to the COVID-19 Pandemic

Table 1: Types of influencing activities conducted by the RPA team in the 2019-20 financial year

Type of activity	Target audience	IWDA-led	Collaboration	Total
Blogs or web articles	Development sector	1	0	1
	Elected officials national	3	0	3
	Total			4
Collaborative letters/actions	Elected officials global	0	2	2
	Elected officials national	0	3	3
	Development sector	2	9	11
	Total			16
Endorsed letters/actions	Elected officials national	1	7	8
	Elected officials global	0	14	14
	Bureaucrat global	0	1	1
	Bureaucrat national	0	1	1
	Total			24
Written policy advice to a specific target	Elected officials national	1	0	1
	Development sector	1	0	1
	Bureaucrat national	1	0	1
	Total			3
Meeting with specific target audience	General public	0	1	1
	Development sector	4	1	5
	Elected officials national	9	1	10
	Bureaucrat national	5	0	15
	Total			21
Workshop presentations	Development sector	1	1	2
	Total			2
Policy briefs	Development sector	1	0	1
	Elected officials national	5	1	6
	Total			7
Policy briefs to a specific target	Elected officials national	0	3	3
	Funders - government	1	0	1
	Bureaucrat national	1	0	1
	Total			5
Conference paper presentations	Development sector	3	1	4
	Total			4
Events	Elected officials global	1	0	1
	Total			1
Academic paper	Development sector	1	0	1
	Total			1
Input into Political Party, Parliamentary or Intergovernmental processes	Elected officials national	4	2	6
	Total			6
Speech writing	Development sector	1	0	1
	Total			1
Learning papers	Elected officials national	3	0	3
	Total			3
	TOTAL			98

WAVE Partners' Work

Eighteen women's rights organisations collaborate to deliver WAVE in five countries (Myanmar, Cambodia, Timor-Leste, Solomon Islands and PNG). The Theory of Change proposes that coordinated and targeted advocacy will lead to policy and legislative reform and shifts in harmful gender norms. In line with this, significant investment in coordinated advocacy initiatives occurred in the 2019-20 financial year. This came in the form of increased technical and communications support to help prepare partners in their regional and global advocacy efforts.

Engagement in international advocacy and regional forums was a key aspect of 2019-20 activity. Partners wrote submissions and shadow reports to **engage duty bearers** and inform national and regional-level review processes in the lead up to the international forums such as the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) reporting processes, the Beijing Platform for Action, the Universal Periodic Review (UPR) process, the Global Goals for Sustainable Development (SDGs) and United Nations Security Council resolutions on women, peace and security.

The outcomes of advocacy activities include:

- WAVE partners' work was highlighted in three Beijing +25 State reports, which fed into the B+25 Asia-Pacific regional review to inform the global Platform agenda in 2020 and beyond. Recognition of partners work in Cambodia, Timor Leste and the Solomon Islands was received from national governments.
- In Myanmar, two political parties made commitments to Temporary Special Measures to increase representation of women in different levels of government through reserved seats or candidate quotas. The Chin National League for Democracy announced a minimum of 30% women across party committees and candidate preselection, and the Shan National League for Democracy committed to a minimum of 30% women in all leadership positions.
- In Cambodia, Banteay Srei supported women leaders in the provinces of Siem Reap and Battambang to influence a 160% average annual budget increase to gender and social services across 40 Commune Councils.

Campaign initiatives in 2019 included attendance at the Pacific Feminist Forum, collaboration on International Rural Women's Day, and the mobilisation of communities for action during the 16 Days of Activism. WAVE supported 50 joint advocacy initiatives with the creation of 16,000 local language campaign materials and briefs.

IWDA supported our partners to respond and undertake advocacy in relation to COVID-19 in their communities. This included supporting partners to:

- pivot their program implementation plans;
- conduct online and COVID-19 relevant local community campaigns; and
- highlight the greater impact of violence against women during the pandemic, as well as other gender impacts, including an increased burden of care on women

For example, in Myanmar partners redirected WAVE funds to enable female Members of Parliament to lead local responses to COVID-19 including the distribution of masks and sanitizer, and support community-led awareness campaigns.

Individual Deprivation Measure

The Individual Deprivation Measure (IDM) program was a 4-year partnership between IWDA and the Australian National University (ANU) with strategic funding support from DFAT.

The program came to a close at the end of the 2019-20 financial year and both partners advanced plans to take the work forward under new brands, to maximise respective strengths and connections to constituency. For IWDA, this was re-branded and launched in July 2020 as a flagship program of IWDA: Equality Insights.

A key output of the program was the IDM tool, a ground-breaking measure of poverty that generates gender-sensitive data about the multidimensional deprivation of individuals, providing insights into gendered deprivation across 15 key aspects of life.

The focus of one of four program pillars was on communications and advocacy - enhanced and informed global debate about individual-level, gender-sensitive data for poverty measurement, the relationship between gender (and other social factors) and poverty, and more demand for gender-sensitive data for policy and program purposes. The IDM Global Communications and Advocacy Strategy 2016-2020 was developed to drive and guide communications and advocacy activities. The key objectives of the strategy were to inform, engage and **influence stakeholders**.

According to the final program report, the 2019-20 financial year saw the development of a range of presentations, publications, engagements and education programs involving a diverse range of actors, from local, national and global policymakers and key international agencies, to gender data advocates and leading scholars.

Program partners engaged in at least 12 high visibility global and regional events including the second regional workshop on gender statistics in the Pacific, the OECD GenderNet meeting in Paris and the ACFID and DFAT gender equality seminar series. IDM results were presented at a number of international conferences in 2019 including the *Counted and Visible: Global conference on the measurement of gender and intersecting inequalities* in New York, the *Human Development and Capability Association Conference in London* (by IWDA partners, ANU), and the *Sustainability and Development Conference* in Michigan (by IWDA partners, ANU).

The COVID-19 pandemic presented an unforeseen opportunity to demonstrate the importance and relevance of individual-level, gender-sensitive, multidimensional data. Briefing papers were developed for Fiji, Indonesia and South Africa² to inform policy and programming. The initial brief and infographic for Fiji were used to inform the work of the Fiji Government's COVID-19 Response Gender Working Group. A further and more comprehensive Fiji COVID-19 brief was then developed to support the inclusion of practical, gender-informed and responsive recommendations. The Indonesia briefs were used to inform the Minister for National Development Planning, included in the United Nations Office for Disaster Risk Reduction knowledge base, and published by independent news sources.

Video presentations from IDM studies in these countries were developed into educational resources. In the case of the Solomon Islands the video explored how the IDM study expanded people's understanding of poverty. As a result of participation in the 2-week training on administering the IDM (March/April 2020), the view of trainers and enumerators on how to measure poverty was no longer one-dimensional or framed in terms of money. Furthermore, they understood the benefit of using the

² The IDM Program was a partnership between IWDA and ANU with strategic funding support from DFAT running 2016-2020. Data collection, analysis and uptake activities in Indonesia and South Africa were led by ANU during this partnership. See: www.Individualdeprivationmeasure.org

IDM tool in identifying gaps in policies and programs. This example reflects how IDM has influenced paradigm shifts in-country.

Going forward, Equality Insights will offer a shorter variant of the IDM survey tool, increasing accessibility for lower-resourced or capacity-constrained actors to understand poverty in their context, and inspiring change in support of inclusive and impactful poverty alleviation. Equality Insights will leverage IWDA's long-term, feminist partnerships to engage with women's rights organisations and movements, putting data in their hands and co-producing actionable insights for policy impact. IWDA will continue to support the growing use of evidence for accountability and advocacy towards the realisation of gender equality.

Feminist Foreign Policy

A major topic of IWDA's advocacy work in 2019-20 was Feminist Foreign Policy. This builds on several years of work, including advocacy within the Australian context, and a roundtable with the International Centre for Research on Women (ICRW) at the 63rd session of the Commission on the Status of Women (CSW63), which generated a report outlining the key principles and accountability mechanisms for feminist foreign policy (<https://iwda.org.au/assets/files/Feminist-Foreign-Policy-Discussion-Summary-IWDA-ICRW-NYU.pdf>).

Additionally, IWDA's analysis of the Federal Budget in 2019 used feminist foreign policy as the benchmark. This work laid a strong foundation for the activities undertaken in the 2019-20 financial year.

Our approach was multi-faceted, as demonstrated in the following summary of activities. It included the development of a position paper, a policy submission, a conference paper, a policy brief, resources, blogs and news articles (published both internally and externally). Feminist foreign policy was a key topic of discussion with partners and donors and collaborations with other INGOs. While the impact of this work is still nascent, 2019-20 saw IWDA further refine our case for Feminist Foreign Policy and use this to influence an increasing range of stakeholders.

- In August IWDA submitted an article to the Australian Foreign Affairs' New Voices competition, focused on why adopting a feminist foreign policy in the Pacific is in Australia's best interest and using the Australian Infrastructure Financing Facility for the Pacific (AIFFP) as a case study. While the article was not selected, the material was used to inform two successful conference proposals.
- In October IWDA organised a session at the ACFID Conference with CARE Australia, Plan International Australia, and ActionAid Australia called *Challenging Power: Feminist Practice Beyond Aid*. The session explored the ways that NGOs are using feminist approaches to disrupt power in foreign affairs, international development, and within our own organisations. IWDA's contribution focused on feminist foreign policy and drew on the findings of the CSW63 workshop in 2019.
- In February one of two submissions by IWDA to the Government's Aid Policy Review was submitted in partnership with Oxfam Australia, Plan International Australia, CARE Australia and ActionAid Australia and included a focus on Feminist Foreign Policy and an associated feminist approach to Australia's international development: <https://iwda.org.au/resource/a-feminist-foreign-policy-for-australia-joint-submission/>
- Also in February, IWDA delivered a paper at the 2020 Australasian Aid Conference titled '*Feminist foreign policy: a new approach for a new era*'. This presentation is published here: <https://devpolicy.org/2020-Australasian-Aid-Conference/Presentation Slides/Panel 5b/p5b Pradela.pdf>. A blog summarising the

presentation was published by DevPolicy: <https://devpolicy.org/a-feminist-foreign-policy-for-australia-establishing-australia-as-a-global-leader-on-gender-equality-20200420/>

- In March IWDA launched its position paper on Feminist Foreign Policy: <https://iwda.org.au/resource/position-paper-on-feminist-foreign-policy>
- Considerable planning went into attendance at the CSW64 and associated side-events where IWDA's position paper was to be launched in a panel with ICRW and representatives of the Mexican Government. Unfortunately, this event was cancelled due to COVID-19.
- Also, in March, IWDA met with an advisor to the Shadow Minister for International Development and the Pacific to discuss the Australia Labor Party's policy development and feminist foreign policy. This led to the development of a Policy Brief comparing six different feminist foreign policy approaches for consideration: <https://iwda.org.au/resource/policy-brief-comparative-analysis-of-feminist-foreign-policies/>
- A new research project was commenced at the end of the financial year, *Chartering trajectories of Feminist Foreign Policy*. The purpose of the project is to improve understanding of trajectories of feminist foreign policies, including undermining and enabling factors, to support advocacy towards adoption in Australia and elsewhere. This project will be launched in the 2020-21 financial year.

IWDA Position Papers

Position papers developed by IWDA exist as standalone advocacy resources but also support internal coherence across the organisation and are used in external engagements with members of Parliament, DFAT and our partners. In the 2019-20 financial year three position papers came to fruition, and supported a variety of impacts:

- *Taking a Gender Sensitive Approach to Climate Change Prevention, Mitigation and Adaption: IWDA Policy Position Paper on Gender and Climate Change in the Pacific and Asia* <https://iwda.org.au/resource/iwda-climate-change-policy-position-paper-2/>
The climate change position paper came about in response to a desire from our partners and our staff for IWDA to take a stronger position on climate change in our advocacy to the Australian Government. Critically, this meant bridging IWDA's usual focus on international policy with the domestic and international elements of climate policy. Because of this, IWDA was positioned to contribute to a consultation led by the Climate Change Authority (CCA) on meeting the Australian Governments emissions reduction targets under the Paris Agreement. The submission argued that to achieve the goals of the Pacific Step Up, Australia must commit to stronger emissions reductions targets and cease using carry over credits from Kyoto.
- *Making Infrastructure Work for Gender Equality: IWDA Position Paper on the Australian Infrastructure Financing Facility for the Pacific* <https://iwda.org.au/assets/files/Infrastructure-Position-Paper.pdf>
In December 2019 Australia announced the Australian Infrastructure Financing Facility for the Pacific (AIFFP), which represented a significant shift in the way Australia finances development. For IWDA, it raised important questions about how the Australian government would ensure women's voices are included and how gender considerations would be taken into account across the Facility, both in terms of the infrastructure projects supported, and the mechanisms used to finance them. Building on a policy brief developed in March 2019, IWDA produced a position paper that presented a gendered analysis across three domains – priorities and management of the AIFFP, gender and loans, and gender and infrastructure – and provided recommendations for how the Australian Government could ensure the AIFFP

works for gender equality. The Position Paper then built on this analysis further advocating that the Facility meet the development needs of the Pacific including gender equality and climate change. As a result of this work IWDA was invited to join an infrastructure working group through the Australian Council for International Development (ACFID), where we were able to influence other stakeholders to take a gender lens to their response to the facility. DFAT has subsequently included gender advisors in the team responsible for the AIFFP, however no investments had been announced by the end of the financial year.

- *Supporting and Trusting Women, In All Their Diversity: IWDA Position Paper on Sexual and Reproductive Health and Rights* <https://iwda.org.au/resource/position-paper-on-sexual-and-reproductive-health-and-rights/>

While Sexual and Reproductive Health and Rights (SRHR) is not a priority focus for IWDA under the 2016-2021 Strategic Plan, it represents a “canary in the coal mine” issue for women’s rights, as it is often the first area to be targeted. Because of this, IWDA is a member of the International Consortium on Sexual and Reproductive Health and Rights (ICSRHR), a group of Australian NGOs and research institutes working in SRHR globally. IWDA supports the work of the Consortium through advocacy, based on the links between SRHR and other gender equality outcomes. The SRHR position paper was unique in that it was developed in response to a request from the Business Transformation team to have a clear statement of IWDA’s position on abortion to refer potential donors to, if requested. In addition, the paper represented an important opportunity for IWDA to communicate publicly a position on issues related to persons of diverse sexual orientation, gender identity and expression of sexual characteristics (SOGIESC), as the biological nature of SRHR forced us to think more carefully about what we mean – and who we may unintentionally exclude – when we talk about “women”.

Responses to the COVID-19 Pandemic

The COVID-19 pandemic has created a surge of reactions globally, including within the feminist and women’s rights movements. In addition to supporting our partners to respond to COVID-19 by pivoting programs, IWDA developed resources to highlight **gendered implications of COVID-19** and advocate for gender-sensitive responses. A summary of the key activities for the 2019-20 financial year follows:

- IWDA began tracking policy changes in partner countries related to COVID-19 and assessing gender impacts to inform advocacy actions. This enabled IWDA to contribute information to the global *feministcovidresponse.com* policy tracking website spearheaded by a collective of feminist international organisations including the convenors of the Women’s Rights Caucus and Women’s Major Group. IWDA prepared an internal brief titled ‘*Advocacy Background Brief: Gendered Implications of COVID-19*’ that identified eight strategic areas for gender responsive action, to be drawn upon in targeted advocacy by IWDA and partners.
- IWDA developed a factsheet titled ‘*Care in Crisis: understanding the value of paid and unpaid care in response to COVID-19*’ to advocate for policies which recognise, reduce and redistribute unpaid care. Aimed at the development sector and national elected officials the factsheet was shared by DFAT to all ANCP agencies and mentioned as a resource in their bi-weekly COVID-19 briefing to ANCP agencies. <https://iwda.org.au/resource/factsheet-care-in-crisis/>
- Partners in Cambodia produced the *Cambodia CSO Joint Position Paper*. Targeted at national elected officials and bureaucrats the position paper advocated to government to prioritise the needs of those at increased risk of gender-based violence in responding to COVID-19.

- In response to an urgent call for information from the UN Special Rapporteur on Violence Against Women, IWDA supported Papua New Guinea partners Wide Bay Conservation Association, Eastern Highlands Family Voice and Voice for Change – as well as a non-partner organisation, FemiliPNG – to prepare a joint submission detailing increased cases of violence observed in their communities during COVID-19. The report was to be used by the Special Rapporteur to report on the status of women to the UN General Assembly in October 2020. <https://iwda.org.au/resource/COVID-19-and-domestic-violence-against-women-in-papua-new-guinea/>
- In response to a call for submissions from the Joint Standing Committee on Foreign Affairs Defence and Trade, IWDA prepared a submission to the inquiry on the implications of the COVID-19 pandemic. The submission focused on the gendered human rights impacts of COVID-19, as well as the threat COVID-19 poses to the global rules-based order and called for an increase to Australia's international development budget to adequately finance a feminist response to the crisis in our region. <https://iwda.org.au/resource/iwda-submission-inquiry-into-the-implications-of-the-COVID-19-pandemic-for-australias-foreign-affairs-defence-and-trade/>. IWDA also contributed to a joint submission to the inquiry through the ICSRHR.
- IWDA produced an infographic and briefing note on gender-related policy implications of COVID-19 in Fiji, based on data collected under through the IDM. This led to significant interest from DFAT for this work to be produced for other countries and, as a result, the same resources were produced for Indonesia, South Africa and the Solomon Islands: <https://www.individualdeprivationmeasure.org/resources/?search=covid>
- Alongside members of the We Rise Coalition, IWDA coordinated the development of a factsheet titled '*Social Protections During COVID-19*' advocating for greater social protections for women: <https://iwda.org.au/resource/factsheet-social-protections-during-COVID-19/>
- In collaboration with WAVE coalition partners in Timor Leste, IWDA contributed to a brief advocating for women's issues to be considered in the Strategic Preparedness and Response Plan for COVID-19: <https://iwda.org.au/resource/womens-leadership-is-key-to-effective-COVID-19-response-in-timor-leste/>
- IWDA also endorsed a range of feminist responses to COVID-19 including through the Snap Forward Feminist Policy Network, Women's Rights Caucus, Gender Equality Victoria, Equality Rights Alliance, Feminist COVID Response, Women's Major Group, GENDRO and others.

IWDA has made a considerable contribution to the feminist discourse in relation to COVID-19 and supported our partners with relevant data and evidence in a timely manner. The impact of this work will continue well past the 2019-20 financial year to inform advocacy activities in the COVID-19 recovery environment.

Evaluative question 3.2: How has IWDA contributed to effective collective action, and what were the barriers and enabling factors?

The role of IWDA in collective action is framed under Goal 1 of the IWDA Strategic Plan 2016-2021 to promote women's leadership and participation and Goal 4 to advance systemic change towards gender equality. Collective action encapsulates **collaborations** between IWDA and other actors in these spaces, formalised or not. The 'collective action' space that IWDA engages in is regional and international.

Some of the words used to describe the role of IWDA in collective actions include ally, sponsor, funder, convenor, connector, broker, coordinator, translator, risk-carrier, strategist and investor. Examples of IWDA's contributions are used in this section to highlight the barriers and enablers to successful collaboration, and relevant organisational learning is noted.

Broker / Connector/ Convenor

IWDA's role as a broker/connector/convenor spans across formal and informal spaces. In the We Rise coalition, IWDA is a partner alongside femLINKpacific (femLINK) and the Fiji Women's Rights Movement (FWRM). IWDA leads partnership governance, management and accountability - brokering relationships amongst coalition partners, and with the donor (DFAT). One of the challenges for IWDA in this brokering role is to manage politics amongst coalition partners, as well as higher level politics between Australia and Fiji.

Over the past five years IWDA has played the role of **connector** between WAVE partners in Myanmar. In the 2019-20 financial year new collaborations between partners came to fruition. Through this experience we have uncovered important learning about how to carry out our role. First, we should enable partners to determine which partnerships would be beneficial to them. Second, we should facilitate spaces where synergies in terms of alignment of work and organisational values can be explored by partners.

IWDA's role as a **convenor** employs a longer-term strategic approach. This approach has been applied to IWDA's contribution to the Movements and Voice for Equality (MOVE) program funded by the Foundation for the Justice Society (FJS).

The MOVE program represents an opportunity for new relationships between women's rights organisations in Cambodia, Myanmar and Australia to be built. Therefore, IWDA has invested heavily in building initial relationships and facilitated a number of opportunities for coalition partners to interact with each other. This included a program inception workshop where representatives from all four coalition partners came together for the first time to share information about their organisations and areas of focus, identify synergies and establish a regular communication channel. Momentum has been built for further collaboration under MOVE on shared interests.

There are many factors that have enabled this coalition to move forward. IWDA planned a sufficient amount of **lead-in time** for relationship building. This was supported by a progressive donor in terms of **flexible funding**. It allowed for the time needed for coalition partners to establish trust and understanding of each other's work. The opportunity to **meet face to face** helped in relationship-building efforts.

The importance of trust and the time it takes to develop has been an important lesson for MOVE partners. Drawing on the expertise of more experienced coalition partners has benefitted the coalition

as a whole and enabled cross-learning. Furthermore, IWDA's timely responsiveness to partner requests has contributed to activity planning and implementation.

An enabler of successful collaborations is having **partnership principles** in place. In the previous example, partnership principles provided a shared language on which to base collaboration and engagement.

The process of developing partnership principles can be empowering in itself as it provides an opportunity for organisations to articulate their values. Conversely, having a set of principles in place enables organisations to exercise choice and leave a partnership in the event that they feel the partnership is no longer beneficial or aligned to their organisational values.

Funder

IWDA provides funding support for coalitions and networks in-country. One example is Myanmar's CEDAW Alliance, the first mechanism established in Myanmar for joint CEDAW advocacy and funded through WAVE. In the 2019-20 financial year, the coalition successfully advocated for the adoption of a Prevention of Violence against Women Bill.

Another example is the GADNET Coalition in Cambodia which experienced a significant win in the 2019-20 financial year. Advocacy work resulted in all 23 of their recommendations to the Ministry of Women's Affairs being adopted into the National Gender Equality Policy. While IWDA funds the coalition and provided technical inputs to the drafting of collective statements and support to produce communications materials, this work was led by coalition partners.

Sponsor

Another way that IWDA supports action coalitions is by providing funding to enable women to engage in high level political forums. In the 2019-20 financial year there are many examples of IWDA's role as a **sponsor** including the following:

- As part of IWDA's strategy to support women from Asia and the Pacific to engage in the Beijing+25 process, WAVE sponsored five women to attend the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) Regional review in Bangkok. Supported by two IWDA staff, they actively participated in the Regional CSO Forum, and contributed to interventions during the intergovernmental meeting. Lilly Be'Soer (Voice for Change Director, PNG), was selected to read out the CSO intervention statement at the closing session of the review.
- Representatives from three of IWDA's Cambodian partners were also sponsored from WAVE funding to participate in the 74th Session of the CEDAW Committee in Geneva (see Box B).

Box B

Three of IWDA's Cambodian partners (United Sisterhood, GADC and Banteay Srei) led Cambodia's CSO Shadow reporting on CEDAW in 2019. Through WAVE funding, IWDA sponsored their participation in the 74th Session of the CEDAW Committee in Geneva. WAVE representatives were called upon by the CEDAW Committee to respond to the following issues: Sopheap Ros (GADC) on culture and norms, Chandy Eng (GADC) on women in leadership and their representation in decision making, Channsitha Mark (WIC/United Sisterhood) on labour and garment workers, Polet Pech (WNU/United Sisterhood) on sex workers rights, and Chansereivisa Duong (Banteay Srei) on access to finance. With this space traditionally dominated by other Cambodian CSOs, the visibility of WAVE partners exceeded expectations. This achievement provides evidence of their growing individual and collective influence under the WAVE program. It also highlights how IWDA's funding, technical

and communications support can amplify the voice of women's rights organisations and individual confidence at international fora.

Stepping up and using power to leverage resources and access and then stepping back is one way that IWDA demonstrates its commitment to decolonising its approach to feminism and development. As a result, IWDA's visibility to donors is sometimes obscured. This risk is mitigated by ensuring that donors understand IWDA's stance and support it, and by providing comprehensive donor reporting.

Research Investor

Investing in research is another way that IWDA contributes to action coalitions. **Evidence-based research** is then used by coalition partners to enhance advocacy strategies and boost lobbying efforts. These three examples were all funded under WAVE and active in the 2019-20 financial year:

- The *Public Perceptions of Women as Political Leaders* research study conducted in the Solomon Islands, Timor-Leste and Cambodia (see Box C).
- The *Women's Leadership Pathways* participatory research program - a three-year collaborative, feminist research project that seeks to contribute to an enhanced understanding of women's individual leadership journeys and experiences, as well as the enabling factors and obstacles that affect women's leadership experiences.
- The *Creating Equitable South-North partnerships* research project – gathering and documenting views of Pacific regional women's rights movement actors on Global North engagements with these movements to identify key elements of effective engagement between Global South women's rights movements and Global North organisations in the future.
- The *Snapshots Report: Gender insights in the Solomon Islands*- this report presents initial findings from the Solomon Islands IDM study. The report provides evidence that measuring poverty at the individual level, interviewing all adults in the sampled household and gathering data cross a broad range of economic, social and environmental factors allows detailed analysis of the circumstances of, and risks faced by, different population groups in the two provinces, sampled, Central and Guadalcanal.
<https://equalityinsights.org/resources/snapshot-report-gender-insights-in-the-solomon-islands/>

Box C

In 2019, WAVE completed the Public Perceptions of Women as Political Leaders studies in three countries: Solomon Islands, Timor-Leste and Cambodia. The purpose of the three studies was to deepen the collective understanding of public perceptions of the qualities and qualifications necessary for leadership and the gender norms associated with these perceptions. Following the completion of data collection, with a total of 1,421 surveys, 141 interviews and 42 focus group discussions completed across the participating countries, 2019 saw a focus on data analysis, the development of research recommendations, finalisation of research reports, and the commencement of research into action and advocacy strategy planning with partners.

The Solomon Islands country study contributed to a significant achievement since the research was made available. Advocacy materials informed by evidence revealed in the study helped the Women's Rights Action Movement (WRAM) in their lobbying of individual parliamentarians. The end result was the adoption of Temporary Special Measures to increase the number of women in political positions into legislation.

Translator

The examples above highlight the important contribution of information and data. In order for information and data to be useful it sometimes requires interpretation and re-packaging. In its role as a **translator**, IWDA creates resources for use by collective action coalitions at local, regional and international levels. One example in the 2019-20 financial year was the creation of flyers that summarised the information from partners CEDAW submissions and were used by our partners at Committee hearings.

Risk Carrier

IWDA's status as a recipient of grant funds demands that the organisation considers and manages risk. While we take on the role as **risk carrier** due to our contractual obligations, this inevitably results in downstream consequences for our partners. IWDA will need to ensure that it doesn't impose unnecessary due diligence requirements on our partners. In the organisation's desire to sit in between an INGO and a Women's Fund, IWDA will need to develop a funding model that enables more flexibility and aligns due diligence to partner capacity and funder requirements.

Evaluative question 3.3: How has IWDA grown in organisational sustainability, including financial sustainability, membership and reputation?

Goal 5 of the IWDA Strategic Plan 2016-2021 is to ensure IWDA's sustainability and influence. To achieve this goal, IWDA has employed strategies in the areas of: People and Culture; Governance and Management; Accountability and Transparency; Identity and Communications; and Sustainability (including income diversification and funding security).

This section of the report will explore IWDA's performance in the 2019-20 financial year in relation to financial sustainability, membership and reputation.

Financial Sustainability

Under Goal 5 of the Strategic Plan 2016-2021 success is defined as "IWDA is a financially robust and sustainable organisation". Financial sustainability is enabled through long-term financial planning that is agile and allows adaptability in response to changing contexts. It aims for diversified and sustainable income streams.

The total income from fundraising and grants for the 2019-20 financial year was:

	Target	Actual	Variance
Grants taken to income	\$10,810,000	\$10,899,794	+\$89,794
Fundraising income	\$1,951,769	\$1,859,370	-\$92,399

In the 2019-20 context (Australian bushfires and Covid-19 pandemic), a fundraising result under budget by \$92k is a very good result. The variance is due to the underperformance of the Christmas and March appeals, most likely as a result of a reduction in donor giving due to the Australian bushfire crisis, as well as one unsuccessful grant application.

IWDA's Income Plan 2018-21 was designed to ensure the goals of the Strategic Plan 2016-2021 were prioritised, costed and sufficiently resourced. The plan drives action related to **diverse income streams** including income from grants, community support (untied funding), the IWDA Foundation and other income³. Business as usual fundraising activities such as appeals, major gifts, legacies and bequests are not included in the Income Plan.

Results show that in the 2019-20 financial year, the Income Plan target for overall income was exceeded. Income from grants, IWDA Foundation and Community Support was on or close to target. One indicator of financial sustainability is the proportion of unrestricted funding. The tied/untied ratio remains fairly consistent year on year from 77:23 in 2018-19 to 76:24 in 2019-20.

The 2020 Tax Appeal was a key fundraising activity across May and June 2020, surpassing the target of \$260,000 with a total of \$401,840. The appeal included a Matched Giving Day on 25 June 2020 which resulted in an IWDA record for online giving in one day.

³ Other income includes rent from sub-letting the office, interest, management fees, and Government COVID-19 payments.

The success of the appeal is credited to a combination of direct mail, email, telemarketing and online activities. The main message of the appeal was the impact of COVID-19 on women and gender-based violence, similar to the mainstream media's messaging around the same time.

Another measure of financial sustainability is the amount of money in reserves. IWDA's Reserves Policy acts as a buffer to withstand financial shocks created by external factors. As of 30 June 2020, the total amount in **reserves** was \$1,689,270, an increase from \$495,741 in the 2018-19 financial year. This total represents concerted effort by IWDA to build reserves over previous financial years. The increase was partly due to JobKeeper payments from the federal government.

In IWDA the term 'Grant' applies to a wide range of opportunity types. Total funds of approximately \$10,000,000 were taken to income in the 2019-20 financial year, noting that there can be significant time-gaps between submitting, proposals, notification of success and implementation, when funds are taken up and reported by IWDA.

In the 2019-20 financial year, the results of nine funding proposals were made known. Four proposals were successful and three were from new funders: World Food Program, Criterion Institute, and M Foundation (France).

The number and value of grant and other funding proposals being submitted by IWDA is increasing year on year from four proposals in the 2018/2019 financial year to nine proposals in the 2019-20 financial year. An integrated set of systems and processes have been developed since the creation of the Grant Development Manager role in 2018 (as the result of a Business Case sitting alongside the Income Plan). These mean that IWDA is in a stronger position to identify and respond to opportunities. These systems include:

- Subscription to five Funding Aggregator services providing daily bulletins and searchable databases, encompassing grants, innovation challenges, investment, procurement and consultancy options
- Subscription to well over 200 updates from philanthropic funders, philanthropic coordination entities, NGOs, sector organisations of all kinds, globally, who provide alerts for funding opportunities
- Mapping of all known funders with current information
- Mapping of all viable opportunities and organisation-wide systems for communication, bid assessment and management and sign off; designed to combine quick action with proper process

In the 2019-20 financial year, 80 viable funding opportunities were identified from which 15 were taken to the bid assessment stage.

Robustness is a characteristic of a financially sustainable organisation. In the 2018/2019 financial year, a compliance issue related to staff underpayment was identified. Addressing this compliance issue absorbed significant focus and energy and highlighted IWDA's financial sustainability challenges, particularly our low financial reserves. This led to a restructure of the leadership team and a reorganisation of teams across IWDA - the results of which continued to play out in the 2019-20 financial year. One outcome has been growth in our compliance capacity resulting in more robust Human Resource processes and systems.

Two events in the 2019-20 financial year have tested the robustness of the organisation. First, the unprecedented COVID-19 pandemic has changed donor behaviour and disrupted IWDA programming.

In a year where INGOs have initiated broad organisational restructures in response to reduced income, IWDA has managed to avoid an organisation-wide restructure by accessing the Job Keeper scheme offered by the Australian Government. It is also important to note that the financial impact of COVID19 was limited to only a few months in 2019-20, and was primarily positive due to JobKeeper/CashFlowBoost. The long-term impact on fundraising and flow of grant monies is yet to be quantified. IWDA did not draw on reserves in 2019-20 financial year (as per earlier paragraph – reserves actually increased) but will need to draw on reserves in the 2020-21 financial year.

Second, at the end of May 2020, IWDA was informed that our joint proposal with Gender and Development Cambodia to the Power of Women program 2021-2025 (the continuation of WAVE) to the value of \$19million had been unsuccessful.

Aware that large multi-year grants were coming to an end in the 2019-20 financial year, IWDA strategically invested in the development of grant proposals as a means of generating new income. Most of this investment paid off, but the rejected Power of Women 2021-2025 proposal represented nearly 12 months of work and a significant loss of anticipated income. At the end of the financial year, the organisation was exploring options to overturn the decision, such as launching an appeal. IWDA budgeted conservatively for the 2020-21 financial year based on the worst-case scenario that the appeal would be lost.

Feedback received from the Netherlands Government confirmed that the proposal was ranked the highest in terms of proposal quality. However, because the proposal was not focused on the Middle East and Africa its rating fell from 1st place to 8th place. Only the top 7 proposals were taken forward.

There are indications that the influence of geopolitics in grant-making is growing⁴⁴. In light of this, IWDA needs to consider what this means for grant income in the future. From an advocacy perspective, it also means IWDA focusing its locational power to draw attention to the shrinking resources available for the Asia, and in particular, Pacific region.

Membership

Membership is related to supporters of IWDA and includes those who donate money (donors) as well as those that do not donate money but follow our work in the public arena.

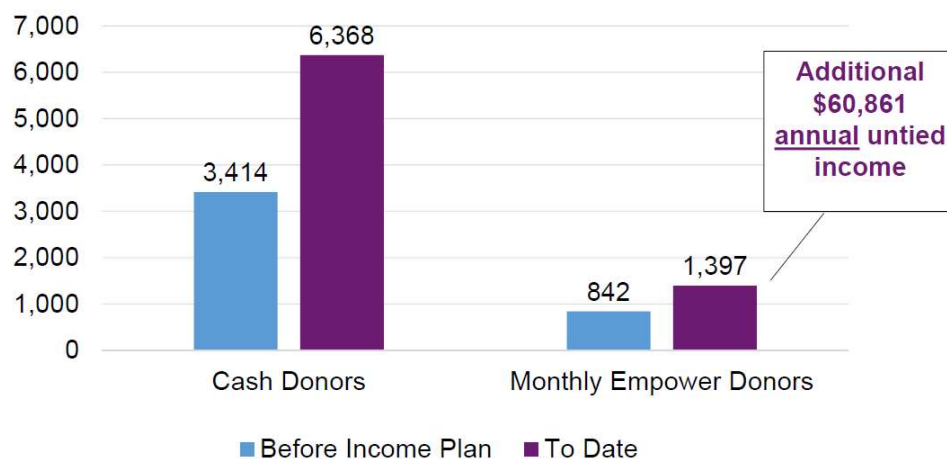
As shown in Figure 1, there has been growth in new donors since the Income Plan was launched in 2018. The number of cash donors has nearly doubled and growth in the number of monthly regular givers is also evident.

Acquisition activities in the 2019-20 financial year have resulted in 1,244 new donors. IWDA's major donor acquisition approach is to encourage existing donors to transition to major donor status (defined by donations of more than \$1,000). However, in this financial year two new major donors who were not on IWDA's donor database came on board with IWDA.

Figure 2 shows considerable supporter growth since 2018, particularly in numbers of email subscribers and Instagram followers. The high number of email subscribers enabled the largest email ever sent in IWDA's history to be disseminated in April 2020 – IWDA's e-newsletter was sent to 65,765 recipients.

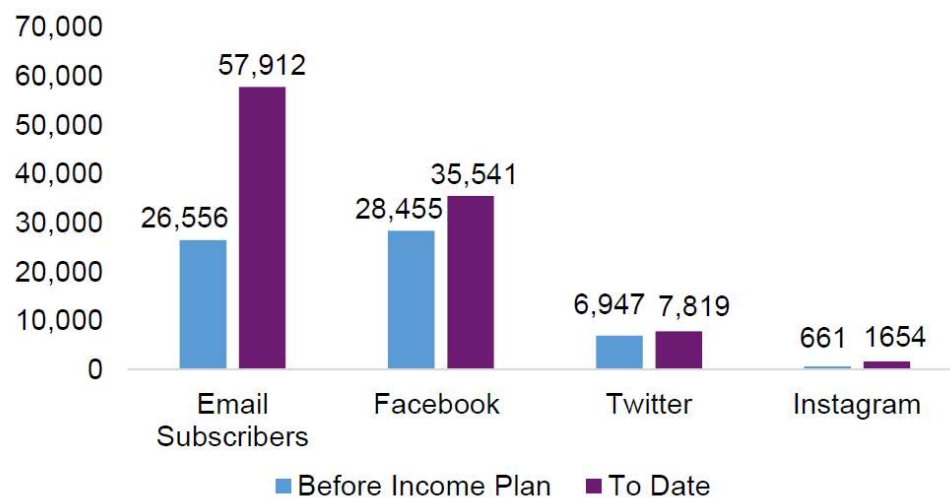
⁴⁴ A proposal to the Norwegian government was rejected later in 2020 as it did not align with the geographical focus of the funder.

Figure 1: Growth in IWDA donors



11

Figure 2: Growth in IWDA supporters



Several communications activities conducted in the 2019-20 financial year contributed to supporter growth. A key activity was IWDA's 2-Step campaign focussed on International Women's Day 2020 which accounted for a significant boost in reach and followers. Between 1-8 March, IWDA's communications about International Women's Day had a **total reach of 1,431,191**, the largest ever for the organisation.

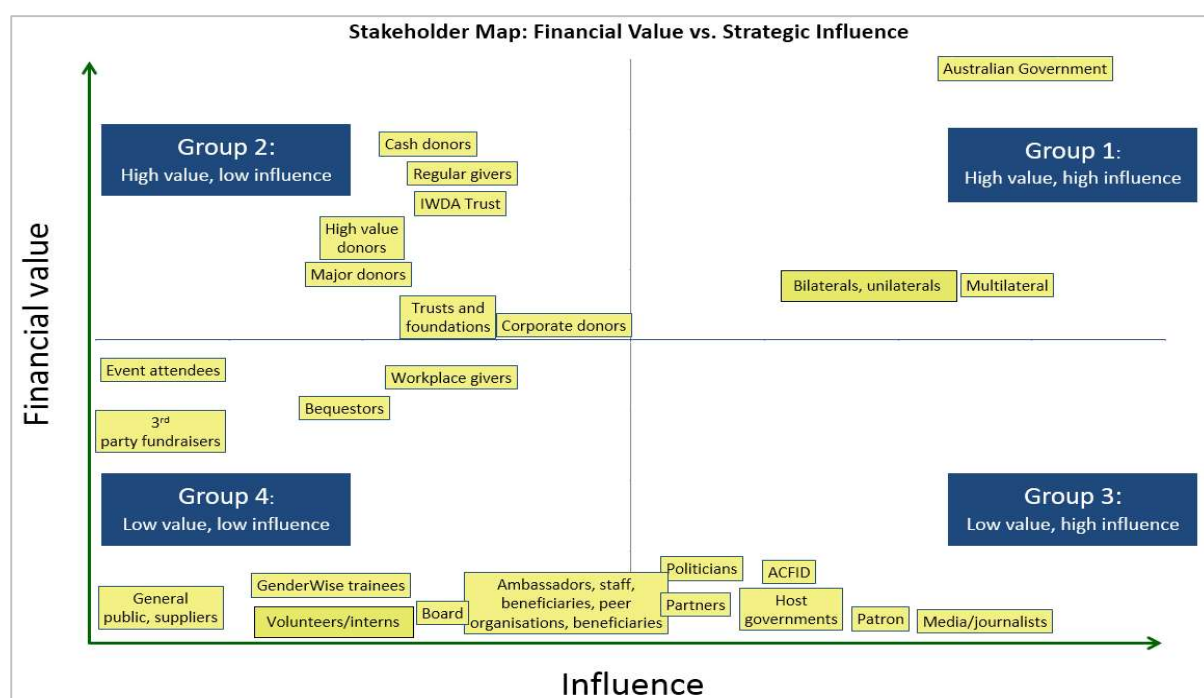
The campaign target of generating 30,000 leads through our Facebook account and website was surpassed. The campaign asked members of the public to sign a petition which called on global leaders to take urgent action on making home safe for all women. While it had a fundraising agenda, the campaign also represented our most significant advocacy campaign on gender-based violence to date and provided an opportunity for IWDA to contribute to a national conversation on gender-based violence.

Positive results also came about through the email on-boarding journey targeted at members of the public that signed the campaign but were not existing supporters. Six emails were sent over six weeks, sharing information about IWDA's EVAWG work and introducing other focus areas. The emails had an open rate of over 30%, well above the not-for-profit (NFP) average of 17%. This type of activity is

important to developing IWDA's relationship with new supporters and can aid in convincing them to eventually financially support our work.

Reputation

IWDA's Communications Strategy 2016-2021 identifies the organisation's various stakeholders and, as shown in Figure 3, categorises them according to the financial value and level of influence they hold for IWDA. These are the stakeholders whose opinion matters to IWDA.



This section of the report outlines evidence in the 2019-20 financial year that IWDA's reputation improved in international, regional and domestic settings including amongst our staff, partners, the charity sector and major donors.

IWDA staff

Data from the last two financial years shows an increase in staff retention from 68% in the 2018-19 financial year to 78% in the 2019-20 financial year. The staff engagement survey asks staff to indicate their level of agreement with the statement 'All things considered I believe my organisation is a great place to work'. In the 2018/2019 financial year the proportion of staff who agreed or strongly agreed with this statement was 74%. In the 2019-20 financial year this had increased to 87.5% of staff.

Partners, staff, volunteers and Board Members

To help inform our strategic planning process, IWDA conducted a survey of staff, volunteers, Board members and partners in 2020. Amongst other things, the survey sought to understand the kind of organisation IWDA is, and aspires to be, from their perspective. The results showed that overall:

- 84% of those that completed the survey perceive that IWDA puts its feminist values into practice often or all of the time.
- 64% of those that completed the survey perceive that IWDA practices intersectional feminism often or all of the time.
- 65% of those that completed the survey perceive that IWDA is good at sharing power with partners often or all of the time.

The results also showed that partners were much more positive than staff, volunteers and Board members about the ways that IWDA lives its values, especially in sharing power.

The Charity Sector

In 2020 IWDA was named as one of fifteen of Australia's Best Charities 2020 by The Good Cause Co. and achieved the highest "Donate with Confidence" recommendation. A recommendation of this nature is granted to charities that:

- Have financial and governance systems in place that demonstrate they can be trusted
- Provide evidence that they are improving the lives of their beneficiaries
- Are clear about their objectives and monitor their performance
- Demonstrate a genuine commitment to improving the lives of those they work with
- Systematically evaluate the success of their programs and is the findings to get better.

Major Donors

Support from major donors is another indication of positive organisational reputation. Pledges to the amount of \$150,000 secured from 3 major donors enabled a triple matched giving day in June 2020 (see also page 21). This resulted in an additional \$100,000 from supporters including \$47,000 from other major donors.

Loyalty from major donors is evident. The 65 major donors actively engaged with IWDA in the 2019-20 financial year have been supporting IWDA for an average of 11 years. Box D highlights some quotes from correspondence that staff have received from major donors in relation to our work.

Poverty Measurement Specialists

The IDM piece of work has brought visibility to the work of IWDA and ANU in poverty measurement and gender data amongst international and domestic experts. Under the Equality Insights brand, IWDA will seek to build on its fledgling reputation in this space by highlighting the specific work of IWDA through targeted profiling.

ACFID

IWDA is a member of ACFID which sits firmly in the Australian International Non-Government Organisation (INGO) sector. IWDA receives and responds to requests from ACFID to lend expertise and participate in communities of practice. IWDA voluntarily chairs two of these groups - Gender Equality and MEL.

Politicians

Finally, another indication of credible organisational reputation is the ability of IWDA to secure meetings with Ministers. In the 2019-20 financial year, IWDA held space with several high-ranking MPs including Hon Senator Linda Reynolds, Minister for Defence and Hon Alex Hawke, MP Minister for International Development and the Pacific, as well as advisors to the Minister for Foreign Affairs and the Shadow Minister for International Development and the Pacific. The *Women Supporting Women* program which links women MPs in Australia with women MPs in Myanmar and Timor Leste was a significant driver of IWDA's engagement with parliament, enabling us to build relationships with seven current sitting members of parliament and two former members.

Box D: Quotes from Major Donors

“Thanks very much for arranging yesterday’s joint call. It was lovely to gather via Zoom to ‘meet’ and also get the firsthand input from Holly and Kate regarding the aspects of IWDA’s work that are of particular interest to me. I am always in awe of what is being facilitated ‘on the ground’ through the IWDA’s partnerships and how, as you pointed out, the organisation can also work at the macro level to spearhead and support initiatives for structural change. I look forward to hearing from you in due course.”

“Thank you for your recent correspondence which I forwarded to The May Trust. The Trust was very impressed and wishes to express its praise for the initiative for Cambodian women and would like to donate \$1,000 towards the ongoing work, as it understands that the work has far reaching results that cannot be seen straight away.”

“Thanks so much, we were pleased to have the opportunity to meet with you and to hear about IWDA’s fabulous work. Look forward to hearing from you in February.”

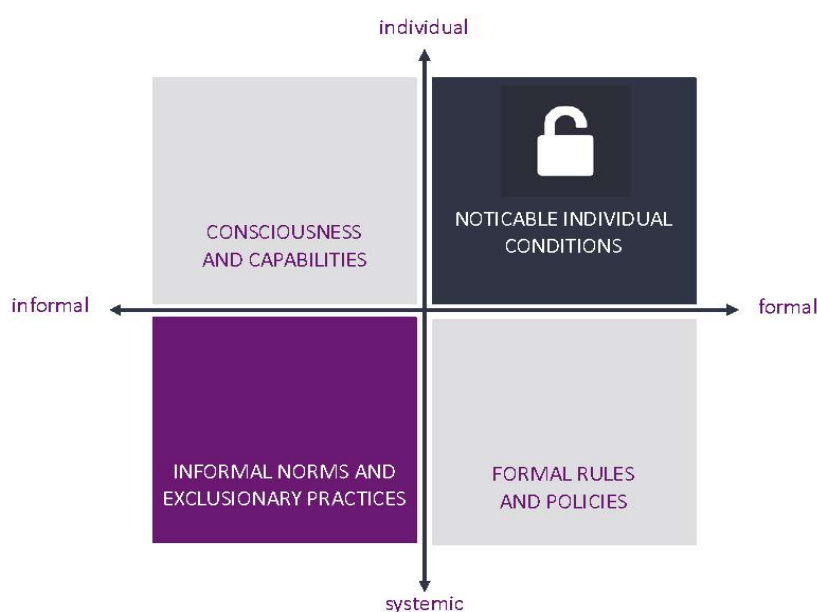
Deep Dive: Eliminating Gender-Based Violence

Goal 3 of the IWDA Strategic Plan 2016-2021 is diverse women and girls live **free from gender-based violence** and are playing powerful roles in peace building and national security. In early 2019, IWDA finalised a framework for Promoting Women's Right to Safety and Security capturing lessons learned to date and guiding the organisations' work towards this goal. The framework supports a systematic approach to safety and security work across our programs, research, policy and advocacy, and strategic engagement. It also articulates our two-fold approach to safety and security:



We believe that change needs to be transformative to achieve gender equality. This includes changing deep rooted attitudes, beliefs, social norms, practices and structures that reinforce ideas of toxic masculinity and patriarchal norms that lead to gender inequality. The theory of change, attached as Annex A, references the Gender@Work (G@W) framework.

The G@W Framework identifies four quadrants of change which are useful to understand where and with whom change happens in order to move towards gender equality.



Consciousness and Capabilities relates to changes at the individual (informal) level including in relation to knowledge, skills, political consciousness, and commitment to change toward equality.

Noticeable Individual Conditions relates to changes at the individual (formal) level including increased resources, voice, freedom from violence, and access to health and education.

Informal Norms and Exclusionary Practices relates to changes at the systemic (informal) level including in relation to informal discriminatory social norms and deep structures, including those that maintain inequality in everyday practices.

Formal Rules and Policy relates to changes at the systemic (formal) level including to constitutions, laws, and policies.

From a feminist programming perspective, the G@W framework is a way to examine power at multiple levels and to understand that power can increase for individuals not only by increasing their own understanding, capabilities and changes in noticeable individual conditions, but also through working with communities and in formal decision-making spaces. It is to be noted that working in each of these four quadrants does not guarantee gender equality, it is a conceptual tool to frame understanding of multi-faceted and complex change. Furthermore, it is not expected that one project or program would seek to achieve change in all four quadrants.

With the Safety and Security framework now in place and in the interest of organisational learning, this 'deep dive' assesses six projects implemented by IWDA's partners against the G@W Framework:

- Speak Up, Speak Out: GIRLS Leading Change in Fiji program implemented by the Fiji Women's Rights Movement in Fiji
- Community Action Against Gender Based Violence in Cambodia project under the ANCP Women's Safety and Security programme implemented by Banteay Srei in Cambodia
- Supporting Victims and Preventing Violence against Women and Girls in North Eastern Myanmar project under the ANCP Women's Safety and Security programme implemented by the Ta'ang Women's Association in Myanmar
- Promoting Women's Protection and Healing in PNG project under the ANCP Women's Safety and Security programme implemented by Eastern Highlands Family Voice in PNG
- From Gender-based Violence to Gender Justice and Healing project implemented by Nazareth Centre for Rehabilitation in PNG
- Economic Empowerment of Women in Small Scale Business pilot project implemented by Gender and Development Cambodia in Cambodia⁵

These projects were included in the assessment because they had EVAWG outcomes and were evaluated within the life of the Strategic Plan (between 2016 and 2019). Therefore, the deep dive does not represent the breath of IWDA's work in the EVAWG space but does explore a selection of projects and their strengths.

Although each project evaluation had a different purpose and focus, they have all been included in the assessment. It has been challenging to extract outcome or impact-related evidence from all of the evaluations and this is noted where applicable. Furthermore, only one of the evaluations used the G@W Framework as the method of assessment, therefore an attempt has been made to retrospectively match the findings of the other evaluations to the framework.

⁵ The rationale for including this project was that although this project focuses on economic empowerment, there was a component related to changing gender norms.

Despite these limitations, the deep dive points to the quadrants where the strengths of projects lie – in the two quadrants focused on individual change. It also highlights the importance of applying the Safety and Security framework at the design, monitoring and evaluation phases of the project cycle.

Program: Speak Up, Speak Out: GIRLS Leading Change in Fiji (Grow. Inspire. Relate. Lead. Succeed - GIRLS)

Implemented by the Fiji Women's Rights Movement (FWRM) and supported by the Australian NGO Cooperation Program (ANCP) in Fiji, the GIRLS program recognises the interlinkages between women's civil and political participation and women's safety and security. The program is based on the premise that investing in girls' leadership programs is integral to safety and security because empowered girl leaders can clearly articulate safety and security challenges, and become agents of change in their families and communities.

One component of the program was training and developing a cadre of young leaders (girls aged 10-12 years) and supporting girl-led advocacy campaigns. The program also developed and delivered a GIRLS Club for alumni (graduates of GIRLS aged 13-17 years) to keep adolescent girls engaged in an intergenerational movement for women's human rights.

The 2019 outcomes evaluation found that the program has contributed to change in all four quadrants of the G@W Framework. The program has created change largely in increasing girls' consciousness and capabilities which is to be expected given it was a key strategy of the program. There has been some change in addressing informal norms and exclusionary practices with parents and carers, and there are also some promising opportunities to engage girls in creating formal rules and policy change, however this has not been at a large enough scale yet to conclude that transformative change is occurring.

There have been changes in the consciousness and capabilities of project beneficiaries - young women aged 10-17 years from a range of socio-economic, geographic and racial groups. The young women reported increased knowledge of human rights and feminist concepts, skills including self-expression and acting, political consciousness through an application of feminist and human rights concepts to lived experience, and a commitment to change toward gender equality.

The evaluation reported evidence of changes in individual conditions but concluded that impact was very limited. The changes observed were increased voice in the home, school, the community and in the media. An increase in access to sexual reproductive health education was observed for the small number of participants who accessed these services after increasing their knowledge and confidence through the program. The medium of theatre is used in the project as a platform for girls to voice their concerns. The potential of this activity in changing community attitudes to girls was acknowledged in the evaluation but no evidence was provided of actual change.

Changes at a systemic informal level have been limited. Informal norms and exclusionary practices have been positively changed in some parents and carers and this has resulted in positive changes in their attitudes and behaviours towards the girls in their care, including girls in the household that are not part of the program.

Formal rules and policies have been influenced by girls' contributions to policy consultations, such as the Fiji National Budget submission in 2019. The evaluation found that it is reasonable to conclude that girls' participation was a contributing factor to school counsellors being funded by government in this budget. It also shows evidence that one school changed its bullying policy after being addressed by girls in the program with the support of the GIRLS Program Counsellor. The evaluation notes that

FWRM are the only organisation in Fiji engaging adolescent girls in the political space and while there has not been extensive activity it appears that it is beginning to have some impact.

Project: Community Action Against Gender Based Violence in Cambodia

Implemented by Banteay Srei in Cambodia this project forms part of IWDA's multi-country Safety and Security Program funded by the Australian NGO Cooperation Program (ANCP). IWDA and Banteay Srei have shared 17 years of partnership in supporting the rights of women in Cambodia.

In support of achieving the project goal - Women and girl survivors of gender-based violence are safe and empowered to be independent members of the community – the project had two outcomes:

1. Women and girl survivors of violence are supported by Banteay Srei's shelter services, and see changes in attitudes and behaviours of male perpetrators through counselling for couples and male perpetrators, and networking with and capacity building of partner organisations and provincial and district level staff of the Ministry of Women's Affairs
2. Long-term sustainability of Banteay Srei's shelter services through increased resource mobilisation as the result of a sustainability strategy and fundraising plan.

The purpose of the 2017 evaluation was primarily to assess implementation and identify Banteay Srei's technical support needs. Assessments were made against the UN Essential Services Package for Women and Girls Subject to Violence: Core Elements and Quality Guidelines 2015. The evaluation showed some evidence of changes in the individual consciousness and capabilities quadrant and the individual conditions quadrant of the G@W Framework.

A primary outcome of the project was that women (project beneficiaries) are supported by their shelter services. The services included couples counselling which is one of the avenues through which changes in consciousness and capabilities can be achieved, particularly in terms of knowledge and skills. The evaluation reported increases in knowledge on women's rights and gender equality.

There was evidence also that positive changes had specifically occurred amongst men (also project beneficiaries). A secondary outcome of the project was changes in the attitudes and behaviours of male perpetrators. To achieve this, male perpetrators were offered counselling on their own and they were also invited to couples counselling. The evaluation reported that counselling helped male clients to understand what caused their violent behaviour and the factors that perpetuated violence, and taught them non-violent communication skills. Significantly, this has led to more harmonious family relationships and a reduction in violence – evidence of changes in individual conditions.

Access by survivors of gender-based violence to services and resources has also resulted in changes in individual conditions. Bantrey Srei has developed a network of legal, medical, psychosocial and livelihood NGOs; public and private hospitals; and long-term shelters for women and children. Through this network, Bantrey Srei connects users of its shelters to governmental and non-governmental partner organisations that provide legal, health care, counselling, and rehabilitation services. For many survivors, access to such services represents a considerable change in conditions.

The organisation also facilitates access to agricultural skills training for pig-raising, chicken-raising and growing vegetables. This has resulted in increased agricultural production which has, in turn, resulted in increased income for women. Communities also receive assistance in restoring irrigation channels and are provided with seeds and water pumps, the benefits of which flow on to individual women too.

Project: Supporting Victims and Preventing Violence against Women and Girls in North Eastern Myanmar

Implemented by Ta'ang Women's Organisation (TWO) in Myanmar this project forms part of IWDA's multi-country Safety and Security Program funded by the Australian NGO Cooperation Program.

TWO recognise that violence against women and the gender inequalities that women experience in Myanmar are significant factors contributing to the denial of Ta'ang women their rightful place within their country's renewed democracy. The evaluation undertaken in 2017 was a process evaluation to assess to what extent the program was operating as it was intended and recommend project improvements. This was assessed against the UN *Essential Services Package for Women and Girls Subject to Violence: Core Elements and Quality Guidelines* 2015. Although a focus on implementation meant that it was difficult to extract evidence of outcomes from the evaluation report, the potential for change in the two individual quadrants if the G@W framework was identified.

TWO works to raise awareness about many issues affecting Ta'ang women including women's rights, human rights, laws that affect their daily lives and how they can access support and information when their rights are infringed upon. Under their EVAWG programme this is achieved through community information sessions targeted at females but also attracting males. As part of these sessions women and men might hear for the first time that violence against women is wrong and can lead to imprisonment. While there is potential for change in individual consciousness and capability as a result of these activities, this was not evidenced in the 2017 evaluation.

Where TWO is not able to support requests for assistance in matters such as divorce proceedings, marriage separation issues and neighbourhood disputes, they refer women and men to the appropriate Ta'ang group, non Ta'ang organisation or government department. Ta'ang women who live far from the main centres of Muse or Lashio have access to village level support. Gender Peace Networks have been set up by TWO to enable women living in remote areas to safely and reliably report their experiences of violence. While the referral process and the Gender Peace Network could potentially result in changes in individual conditions, this was not evidenced in the 2017 evaluation.

Project: Promoting Women's Protection and Healing in PNG

Implemented by Eastern Highlands Family Voice (EHFV) in PNG this project forms part of IWDA's multi-country Safety and Security Program funded by the Australian NGO Cooperation Program.

The goal of this project was that women and girls in the Eastern Highlands Province experience greater gender equality, respect, and safety, and enjoy their human rights through increased opportunities to receive support and services in cases of violence against women.

An evaluation was conducted in 2016 to assess service delivery. This was assessed against the UN *Essential Services Package for Women and Girls Subject to Violence: Core Elements and Quality Guidelines* 2015. A focus on service delivery and organisational capability meant that it was difficult to extract evidence of outcomes from the report.

The project provides support through counselling, economic empowerment and case management and facilitates access to emergency shelter, medical, justice and legal support where available. It also works with targeted schools, parents and communities to raise awareness of EVAWG. While there is potential for changes in individual consciousness and capabilities and in individual conditions as a result of these activities, there was limited evidence of this in the 2016 evaluation.

There is some evaluation data that alludes to changes in individual knowledge as a result of focus groups convened for women who are facing GBV experiences. These groups enable women to come together and strategise about how they can better deal with their problems. The evaluation reported this to be an empowering experience for each of the women although this claim was from EHFV management, not the women themselves.

Some changes to individual conditions were referenced in the evaluation report. Life skills and livelihood training provided by EHFV has resulted in changes in income. Increased skills gained in gardening and cooking have led to better productivity so that surplus is able to be sold at local markets.

Workshops to explore gender roles and household task division have built awareness amongst men. This has resulted in household-level instances of men helping women out. This affords women more time to spend on other activities. Once again, this evidence came from EHFV management, not the project beneficiaries themselves.

Project: From Gender-based Violence to Gender Justice and Healing

Implemented by the Nazareth Centre for Rehabilitation (NZfR) in PNG this project builds community-based capacity to prevent and respond to family, sexual and other forms of violence against women and girls by addressing the root cause – gender inequality.

The 2018 outcomes evaluation revealed that changes in individual consciousness and capabilities have occurred in the lives of project beneficiaries including family and sexual violence (FSV) survivors, WHRDs, male advocates and community members. Female WHRDs mobilised and trained under the project have gained skills and confidence to challenge injustices, demonstrate leadership and take on the responsibility of defending and protecting others who are survivors of violence.

Changes have also occurred amongst male peer educators or female and male advocates mobilised and trained under the project to deliver community and school-based activities. The evaluation found that survivors and perpetrators of FSV, whose lives have been transformed by training and/or counselling, often go on to influence others to make positive changes in their lives.

The provision of safe houses for FSV survivors has led to changes in individual conditions. As well as meeting immediate needs for shelter and protection, safe houses provide trauma counselling and life skills training to help survivors re-establish their lives.

There is evidence of users of safe houses becoming agents of change after returning to their communities. There is also evidence that former perpetrators of family and sexual violence have been transformed to the extent that they take action in their communities to protect and help survivors of family and sexual violence or become male advocates. The case study presented in Box E illustrates the level of change for a former perpetrator who is now a male advocate.

The evaluation provides some evidence of changes to informal norms and exclusionary practices. As a result of community-level work of WHRDs and male advocates mobilised and trained by NCfR, positive changes in several PNG communities were reported. In PNG sorcery, early marriage and bride price are harmful social norms. Reported reductions in killings related to sorcery accusations, in early marriage and in instances of family and sexual violence are examples of the systemic change brought about by the project.

Box E: Most Significant Change Story from the 'From Gender-Based Violence to Gender Justice and Healing' project

Year: 2015

Outcome Statement: James grew up in a village on the Empress Augusta Bay that had to be moved inland because of pollution of the Jaba River caused by tailings of the Panguna mine. The village moved onto land provided by another clan and is one of the 6 villages in Toberaki wards 1 and 2. James became the chief of his village, but was aggressive, short tempered and used to beat his wife and children. After attending a training event held by NCfR in Toberaki on gender and human rights, James was selected to attend a male advocate training course in March 2015. His behaviour was reported to have changed completely after the male advocates training, with James stopping his violent behaviour and apologising to his wife and children. He has completed the full male advocate training including, gender and human rights, family and sexual violence, basic trauma counselling skills, and peace-building and is active as a leader and coordinator of the WHRDs and male advocates network in Bana.

Contributions to change: James' cousin Hilda was shocked by the torture and killing in 2013 of Helen Rumbali, a former primary school teacher and president of Bougainville Women's Federation (BWF) in Bana District. This motivated her to train as a WHRD and she convinced James to attend Gender and Human Rights training that NCfR was giving in their ward in 2014. NCfR delivered male advocate training in March 2015 in Hahela, Buka as well as the other training that James has completed.

Significance: While NCfR has contributed to influencing behaviour change in many perpetrators of family and sexual violence, this is the first documented and evidenced example of a perpetrator becoming a male advocate.

Project: Economic Empowerment of Women in Small Scale Business

Implemented by Gender and Development Cambodia this project was a one-year pilot combining women's economic empowerment with strategies to transform household gender norms.

One of the project outcomes was more equitable gender roles and responsibilities in the home and mutually supportive and respectful couples. Female and male participants reported increased family harmony, more mutual understanding, encouragement and intimacy. Although there was no indicator related to EVAWG, quantitative data collected in the 2019 evaluation showed that six out of twenty-two women (27%) reported a reduction in their husband's alcohol consumption (hanging out/drinking with friends) and two women (9%) reported less violence committed by their husband. These results illustrate a change in individual conditions in terms of freedom from violence.

Conclusion

The strengths of the projects reviewed in this exercise lie in contributions to change at an individual level. Many of the organisations that IWDA partners with in the EVAWG space are primarily focused on service delivery (due to demand in the countries they work), with some organisations more active in advocacy and awareness so it makes sense that more change has occurred at an individual, rather than systemic, level. This also reflects a limitation of the deep dive in that it only considered evaluation documents that tell just one part of the story.

While individual change is significant for survivors of FSV, and some organisations are working on advocacy and norm change, IWDA and partners could consider extending their impact through greater resourcing of work in the systemic quadrants of the G@W Framework.

IWDA has invested in the development of a comprehensive Safety and Security Framework to guide its work in the EVAWG space. Due to timing, it did not inform the EVAWG projects included in this deep dive but rather captures the learning across these and other past projects. The framework

provides useful tools for articulating what change is expected and for whom, and for assessing progress towards this change as well as the impact on project beneficiaries.

The UN *Essential Services Package for Women and Girls Subject to Violence: Core Elements and Quality Guidelines* 2015 remains a useful tool for assessment of EVAWG projects. This is particularly relevant for formative or process evaluations as it points to organisational and programmatic strengths and challenges - information that is valuable to service improvement. Use of these tools in the design, monitoring and evaluation of future EVAWG projects that we support may result in more comprehensive programming and outcomes.

Acronym and Partner List

ACFID: Australian Council for International Development

AIFFP: Australian Infrastructure Financing Facility for the Pacific

ALP: Australia Labour Party

ANCP: Australia NGO Cooperation Program

ANU: The Australia National University

Banteay Srei: Banteay Srei (IWDA Partner in Cambodia)

BWF: Bougainville Women's Federation

CCA: Climate Change Authority

CEDAW: Convention on the Elimination of all forms of Discrimination Against Women

CSOs: Civil Society Organisations

CSW63: 63rd session of the Commission on the Status of Women

DFAT: Department of Foreign Affairs and Trade

DNH: Do No Harm

EAP: Employee Assistance Program

EHFV: Eastern Highlands Family Voice (IWDA Partner in PNG)

EI: Equality Insights.

EVAWG: Eliminating violence against women and girls

FemLink: femLINKpacific (IWDA Partner in Fiji)

FJS: Foundation for a Just Society

FSC: Family Support Centre (IWDA Partner in the Solomon Islands)

FSV: Family and sexual violence

FWRM: Fiji Women's Rights Movement (IWDA Partner in Fiji)

G@W: Gender at Work (Framework)

GADC: Gender and Development Cambodia (IWDA Partner in Cambodia)

ICRW: International Centre for Research on Women

ICSRHR: International Consortium on Sexual and Reproductive Health and Rights

IDM: Individual Deprivation Measure

INGO: International Non-Government Organisation

MOVE: Movements and Voice for Equality

Ncfr: Nazareth Centre for Rehabilitation (IWDA Partner in PNG)

NFP: not-for-profit

MEL: Monitoring, Evaluation and Learning

MPs: Members of Parliament

RPA: Research, Policy and Advocacy Team

SOGIESC: Sexual orientation, gender identity and expression of sexual characteristics

SRHR: Sexual and Reproductive Health and Rights

TOIL: Time off in lieu

TSM: Temporary Special Measures

TWO: Ta'ang Women's Organisation (IWDA Partner in Myanmar)

UNESCAP: United Nations Economic and Social Commission for Asia and the Pacific

UPR: Universal Periodic Review

US: United Sisterhood Alliance (IWDA Partner in Cambodia)

WAVE: Women's Action for Voice and Empowerment (IWDA program funded under the Dutch Funding Leadership Opportunities for Women (FLOW) initiative)

WHRDs: Women Human Rights Defenders

WRAM: Women's Rights Action Movement
(IWDA partner organisation in Solomon
Islands)

Annex A: Goal 2 Theory of Change

