

IWDA ORGANISATIONAL MONITORING, EVALUATION AND LEARNING REPORT **2022-2023**

AUGUST 2024

LIST OF ACRONYMS

ACFID	Australian Council of International Development
ALFeLa	Asisténsia Legál ba Feto no Labarik
AFFPC	Australian Feminist Foreign Policy Coalition
CEO	Chief Executive Officer
CRM	Customer Relationship Management
CSW	United Nations Commission on the Status of Women
DFAT	Australian Department of Foreign Affairs and Trade
FWRM	Fiji Women's Rights Movement
FY	financial year
LGBTQIA+	lesbian, gay, bisexual, transgender, intersex, queer, asexual and other sexually or gender diverse
MEL	monitoring, evaluation and learning
MFAT	New Zealand Ministry of Foreign Affairs and Trade
MP	Member of Parliament
PWDSI	People with Disabilities Solomon Islands
SIDA	Swedish International Development Cooperation Agency
WBCA	Wide Bay Conservation Association
WRO	women's rights organisations

SUMMARY

IWDA asked ourselves three questions to guide our 2022-23 financial year (FY22/23) Strategic Monitoring, Evaluation and Learning (MEL) cycle:

- Are we achieving against our strategy, and what difference is this making?
- Does our strategy appropriately guide our work in context?
- What did we learn, and what changes might we need to make?

We explored these questions through structured consultations with IWDA staff and representatives from organisations that work with us, as well as a review of achievements and lessons learned that had been documented throughout the year. Senior staff collectively reviewed and tested preliminary findings and provided guidance on how recommendations should be actioned.

We found that in FY22/23, IWDA achieved outstanding results against our Strategy. We saw positive results from our financial and technical accompaniment; contributions to regional and global convenings; thought leadership and knowledge creation; advocacy and influence; and work to strengthen IWDA's diversity and feminist practices.

Our strategy positions us at the forefront of transformative change in the international development sector and we are increasingly recognised as a credible movement actor and partner, as identified through the IWDA Stakeholder Perception Review. When our work is guided by our strategy, we see very positive results. However, in the context of tight funding across the sector, our ambitious, relevant strategy frequently places us in the position of needing to choose between prioritising our aspirations for our external work, or our internal resilience. In these situations, we routinely prioritise our external work. Our ability to deliver on our strategic priorities is also vulnerable to staff movement. This indicates that our strategy guides our external work effectively, but does not sufficiently guide our work on ensuring we have the capacity to sustainably deliver on our aspirations.

On the basis of findings from IWDA's FY22/23 Strategic MEL cycle, we recommend that IWDA:

1. Plan for and resource the implementation of IWDA's Decolonial Framework and Strategy.
2. Systematically build strategic reflection and decision making into the ELT management cycle and ensure spaces for whole of organisation reflection.
3. Invest more, and/or more strategically, in enabling systems and processes, in order to better resource ourselves to deliver on our commitments and achieve our potential.
4. Continue to strengthen cross team collaboration to diversify and renew funding for programs, including for convening and movement-strengthening work.

BACKGROUND

IWDA uses Strategic Monitoring, Evaluation and Learning (MEL) to understand, communicate and improve our work, and optimise the design and delivery of our Strategic Plans.

For the 2022-23 financial year (FY22/23) Strategic MEL cycle, we explored our performance against our goals, strategies and objectives as described in our Strategic Plan 2020-2023 (Figure 1).

Figure 1 Overview of IWDA's Strategic Plan 2020-2023

<p>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.</p>	<p>Strategy 1: We resource diverse women's rights organisations primarily in Asia and the Pacific with money, skills, and access.</p>	<p>Objective 1.1: To sustain and improve flexible funding, which includes multi-year, core support for diverse women's rights organisations.</p> <p>Objective 1.2: To enable and support diverse women's rights organisations primarily in Asia and the Pacific to achieve greater impact through organisational and technical accompaniment.</p>
	<p>Strategy 2: We support global and regional convening and strengthening of movements to advance gender equality.</p>	<p>Objective 1.3: To provide diverse women's rights organisations primarily in Asia and the Pacific with financial and technical support for convening and joint advocacy to increase their collective impact.</p>
<p>Goal 2: Promote systemic change towards gender equality for all.</p>	<p>Strategy 3: We transform discourse on gender equality through knowledge creation and translation.</p>	<p>Objective 2.1: To resource, produce and encourage uptake of feminist knowledge that transforms discourse and gender norms.</p> <p>Objective 2.2: To influence formal and informal systems of power in support of changes to policy, resourcing and gender norms.</p>
	<p>Strategy 4: We leverage our locational power for advocacy and influence.</p>	<p>Objective 2.3: To use and extend our locational power by contributing to collective action coalitions for policy and advocacy influence.</p>
<p>Goal 3: Build a resilient and relevant feminist organisation.</p>	<p>Strategy 5: We ensure our own organisational sustainability, wellbeing, diversity and feminist practice.</p>	<p>Objective 3.1: To maintain strong financial management and sustain a diverse income base.</p> <p>Objective 3.2: To invest in systems and processes that facilitate our work and enable a resilient, feminist culture and staff wellbeing.</p> <p>Objective 3.3: To improve organisational enablers of diversity and inclusion at all levels of the organisation.</p> <p>Objective 3.4: To invest in and continually develop IWDA's capacity for feminist expertise and analysis.</p> <p>Objective 3.5: Invest in periodic processes of consultation with and learning from women's rights and feminist movement actors, subject experts, and relevant allies, to inform IWDA's understanding and strategies.</p>

The FY22/23 Strategic MEL cycle was led by IWDA's Core MEL Group, comprising representatives from each unit across the organisation. Data collection and reflection processes are outlined in Box 1.

Annual team reflections: group discussions held separately by each team, facilitated by two members of the Core MEL Group, to explore achievements against IWDA's strategy in FY22/23, and lessons learned and hopes for FY23/24.

Annual reflection on FY22/23 Operational Plan: a facilitated reflection with IWDA's Senior Manager Group, which includes senior staff from across the organisation, to review a summary of quarterly progress reports and discuss why we had (or had not) delivered what we had planned by the end of the financial year.

Quarterly CEO Reports to the Board: a contemporaneous reflection on achievements against IWDA's strategy, particularly progress against our objectives.

Stakeholder Perceptions Review: a consultation with organisations that work with IWDA, including Majority World organisations that partner with IWDA to deliver programs, organisations that fund IWDA, and organisations we collaborate with in advocacy coalitions. This consultation is commissioned by IWDA and conducted by external evaluators, to enable participating organisations to provide confidential feedback on their experience of working with IWDA.

Strategic evaluations: evaluations completed during FY22/23 that speak to IWDA's work against our strategy. There were two relevant evaluations for FY22/23: a review of IWDA's organisational practice (*S Framework* review) and an evaluation of the Women Deliver Oceanic Pacific Regional Convening Partnership (*Space for Voice* evaluation).

Reflective journalling: IWDA's Senior Program Quality Manager is responsible for facilitating the annual Strategic MEL cycle. She kept notes during the year that documented her evolving reflections on IWDA's performance against our strategy.

Preliminary findings and recommendations emerging from this analysis were workshopped with IWDA's Senior Managers Group to validate findings, test recommendations, and plan how IWDA would respond to each recommendation. Findings, recommendations, and plans to take the recommendations forward were submitted for endorsement to the Leadership Team, then shared with all staff and the Board to inform future strategy discussions.

The first section of the report describes IWDA's performance against our objectives during FY22/23. Building on this analysis of our work, as well as lessons learned identified by IWDA staff during team reflections, the next section of the report presents four recommendations to guide IWDA's future work together with guidance on how to translate these recommendations to action.

EFFECTIVENESS AND IMPACT: ARE WE ACHIEVING AGAINST OUR STRATEGY? WHAT DIFFERENCE IS THIS MAKING?

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.

OBJECTIVE 1.1: TO SUSTAIN AND IMPROVE FLEXIBLE FUNDING, WHICH INCLUDES MULTI-YEAR, CORE SUPPORT FOR DIVERSE WOMEN'S RIGHTS ORGANISATIONS.

We partner with diverse women's rights organisations in Asia and the Pacific, as well as feminist organisations that are not specifically women's rights organisations, such as Wide Bay Conservation Association in Papua New Guinea and People With Disabilities Solomon Islands. Our work in partnership is sustained through donor grants held by IWDA.

Core support for IWDA's grantee partners has, as hoped for, enabled them to pursue and deliver on their core business. One of the clearest examples is through IWDA's partnership with People With Disabilities Solomon Islands (PWDSI) which enabled them to actively engage in the development and adoption of the Solomon Islands National Disability Inclusion Development Policy 2022 -2031. The Policy was launched by the Solomon Islands Government in December 2022 - two years earlier than had originally been planned.¹

IWDA's ability to sustain and expand funding is challenged by the environment within which we, and our partners, work – at global, regional and local levels. During FY22/23, exchange rates devalued some of our grant funding,² while implementation delays in some partners' programming were caused by local factors including community violence and the individual circumstances (such as family illness and caring responsibilities) of key personnel.³

IWDA faces ongoing challenges in securing core, flexible, multi-year funding for our partners and for our own work. In FY22/23, IWDA needed to negotiate grant renewals with donors for programs that involved five partner organisations in two countries.⁴ This resulted in multiple short-term (6 or 12 month) contract extensions, an increased workload for IWDA to support partners to revise their planned work and budgets, negotiate contracts with funders, and respond to changes in funders' requirements.⁵ This situation resulted in some funding delays and gaps which presented major challenges for partners, for example where partner organisations had to delay paying their staff members' salaries.

This is an emerging advocacy priority of IWDA as illustrated by our contributions to a panel on feminist funding at the Women Deliver conference in July 2023.

IWDA's core support for our grantee partners for example in finance and safeguarding enables them to access donor grant funds, both those managed by IWDA⁶ and direct funding from new sources. For example, West 'Are'Are Rokotanikeni Association successfully applied for funding from the Irish embassy to the Solomon Islands, the first international donor grant WARA has directly managed themselves. The Irish Embassy approached IWDA to connect them with WARA after seeing them profiled on the IWDA website. IWDA supported WARA in the application process. IWDA also connected with the Irish Embassy to provide advice on realistic financial management and provide confidence on WARA and IWDA's due diligence and financial support.⁷

OBJECTIVE 1.2: TO ENABLE AND SUPPORT DIVERSE WOMEN'S RIGHTS ORGANISATIONS PRIMARILY IN ASIA AND THE PACIFIC TO ACHIEVE GREATER IMPACT THROUGH ORGANISATIONAL AND TECHNICAL ACCOMPANIMENT.

IWDA's support has enabled IWDA's grantee partners to design high quality programs, engage in impactful advocacy, strengthen their financial management, and develop organisational policies and strategies.

IWDA's finance accompaniment, for example through strengthening accounting systems and financial management, is valued by partners.⁸ Our advocacy accompaniment is also valued and enables partners to

achieve greater impact. For example, advocacy accompaniment with a Myanmar women's rights organisation has enabled them to document human rights violations across Myanmar and take advantage of invitations to speak to national, regional, and international audiences on human rights violations of women and other marginalised groups such as the Rohingya.⁹

Feedback from IWDA's grantee partners indicate they value practical support from IWDA:

"IWDA has been great with providing technical support especially with developing our policies. During our partnership time with IWDA they have assisted us in developing policies such as our safeguarding policy. So that's one thing I would probably speak of like they've been so supportive in helping us to review or even develop a draft and then we review and we edit to suit our context."

– Partner organisation staff member, FY22/23 Stakeholder Perception Review

The transformative potential of organisational accompaniment delivered through ongoing, trusting partnership is demonstrated through the Women Leading Change Program. IWDA worked with three Myanmar women's rights organisations to respond to the need for mental health support for their staff, who are working in a protracted crisis setting.

In FY22/23 we continued to support IWDA's grantee partners to send representatives to participate in regional and global meetings and convenings, including the United Nations Commission on the Status of Women (CSW) and Women Deliver.¹⁰ While we aim to provide access to Australian civil society organisations, during FY22/23 we found that we were not always able to elicit engagement from the Australian organisations we reached out to.¹¹

IWDA staff identified additional areas where we could provide accompaniment support, including communications, fundraising, and executive leadership but this is limited by staff constraints within IWDA and lack of program funding for these inputs.

"If we had more money, I could tell you ten things we would do! ... We have a significant amount of ... expertise within the team that could be a resource for WRO [women's rights organisations] partners and other movement actors, but ... we don't have the capacity to share that ... [It] would be amazing for partner organisations to learn how to build their own WordPress sites or strengthen their social media strategy, advertise to get their messages out – there is definitely potential there, but it's something we can't currently act on"

– Communications team reflection

Staff members also shared there is scope for more practical discussions with partner organisations about how our shared feminist values and approaches translate to practice, to Stand With IWDA's grantee partners rather than routinely Stepping Back in this space.

Separately from money, skills, and access, some partner organisations reported that they valued having a peer organisation to talk things through with – a leader from one partner organisation shared that this was the "core business" of IWDA's resourcing.

“[When the IWDA Program Manager changed] It kind of changed the way we used to work, especially having weekly meetings updates, having monthly updates with other donors. The support, the necessary support that we receive on a weekly basis or daily basis. If we just wanted something to be clarified or if we wanted to work on a document, we ask the program manager to help us out, but when there was no one there we realised that there's a gap when she left especially with the technical support. That's where the core business lies in terms of supporting us technically.”

– Partner organisation staff member, FY22/23 Stakeholder Perception Review

OBJECTIVE 1.3: TO PROVIDE DIVERSE WOMEN’S RIGHTS ORGANISATIONS PRIMARILY IN ASIA AND THE PACIFIC WITH FINANCIAL AND TECHNICAL SUPPORT FOR CONVENING AND JOINT ADVOCACY TO INCREASE THEIR COLLECTIVE IMPACT.

The We Rise Coalition, a partnership established between IWDA and Fiji Women’s Rights Movement (FWRM) in 2013, has grown to six members including five Pacific women’s rights organisations in four countries and IWDA.¹² A major activity of the We Rise Coalition is the Third Pacific Feminist Forum, which was held in May 2023 after previous forums in 2016 and 2019.¹³ In FY22/23, for the first time, FWRM through the We Rise Coalition also coordinated National Feminist Forums across the Pacific.¹⁴ These 12 National Feminist Forums informed the agenda for the Pacific Feminist Forum. The Pacific Feminist Forum was also linked with subsequent regional and global Women Deliver feminist convenings, with the outcome statement from the Pacific Feminist Forum contributing to the outcome statement from the Women Deliver Oceanic Pacific Regional Convening, which then formed the basis for joint Oceanic Pacific advocacy at the Women Deliver 2023 global conference in Kigali, Rwanda.¹⁵

IWDA also supported convening and joint advocacy of Pacific, Australian, and Aotearoa-New Zealand WROs through our role in the Women Deliver Oceanic Pacific Regional Convening, as a member of the Regional Committee that facilitated and funded the regional convening process.¹⁶ Together with Fiji-based feminist organisation DIVA for Equality, the Victorian Government, and the Commonwealth Government, IWDA established an engagement structure, process, and ways of working that were deeply embedded in feminist principles and enabled a regional convening process and joint advocacy tools that were recognised as highly effective both by regional participants and by other participants on a global scale.¹⁷

“[E]veryone navigat[ed] their own power landscape to keep the potential of co-creation, co-responsibility real throughout”

– Program Management Group representative, Space for Voice evaluation

“[W]hen we make a genuine effort to share power, when we give space for voice and when we challenge ourselves to sit in discomfort, we can create an indomitable feminist movement that doesn’t leave anyone behind”

– Civil society representative, Space for Voice evaluation

Our work on Women Deliver demonstrated the value we bring as an advocate for feminist process, and highlighted our ability to hold space for Pacific feminists. This has substantially enhanced our credibility as a feminist movement actor, particularly within the Pacific.¹⁸

However, staff identified that our in-house skills are not always aligned with the volume of logistical and administrative work required to support convening.¹⁹ This led to staff experiencing low morale and very high

workloads.²⁰ Our experience in FY22/23 indicates that we need to better clarify what work is required to support global and regional convening and movement-strengthening, in order to adequately plan for and resource this work.

“It requires a new skillset, different to what was anticipated ... it’s all to do with logistics and coordination.”

– *Research, Policy & Advocacy team reflection*

Staff reflected that it is difficult to resource convening and joint advocacy work. While opportunities were identified during FY22/23 they could not be resourced because they were beyond the scope of grant-funded programs and there was no staff time to progress the work.²¹

IWDA has invested in building our in-house capacity in movement-strengthening as a technical specialisation, for example through creating the Feminist Movement Strengthening Advisor role and resourcing the development of a Feminist Movement Strengthening Framework. While this depth of specialisation is a strength for our organisation, staff reflected that there is more that could be done to embed this work more broadly across teams.²²

GOAL 2: PROMOTE SYSTEMIC CHANGE TOWARDS GENDER EQUALITY FOR ALL.

OBJECTIVE 2.1: TO RESOURCE, PRODUCE AND ENCOURAGE UPTAKE OF FEMINIST KNOWLEDGE THAT TRANSFORMS DISCOURSE AND GENDER NORMS.

IWDA’s flagship program, Equality Insights, is a sustained program of work, delivered by IWDA, to produce and encourage uptake of feminist knowledge. We continue to receive very positive feedback on this work from a broad range of stakeholders, including funders, multilateral agencies, non-funding bilateral agencies, Governments with whom we have collaborated and women’s rights organisations. In FY22/23 we secured continued funding, signing a new grant with DFAT covering January 2023 to June 2024²³. The renewal of DFAT funding for the Equality Insights program allowed the team to bring in an additional quantitative specialist to the team.²⁴

During FY22/23, the team reflected on several instances in which the work contributed to influencing discourse and practice. They include:

- Sharing findings from Equality Insights data to speak to the importance of individual-level and gendered understandings of energy use and the gendered benefits of advancements in clean and renewable energy sources at the Pacific Women in Energy Conference in Fiji in October 2022.²⁵
- Commissioning by Oxfam Aotearoa to use the Equality Insights methodology and survey tool to inform the Kōtui program in Solomon Islands, a multi-year, multi-country, NZ\$10 million program funded by the New Zealand Ministry of Foreign Affairs and Trade (MFAT)²⁶ that aims to improve women’s access to resources and opportunities, and improve responsive governance.²⁷ This is an exciting opportunity for the feminist knowledge produced through the Equality Insights methodology to directly inform programming.
- Delivery of the Plan Your Power workshop with Government and WROs in Solomon Islands, to plan an advocacy campaign, using Equality Insights data to support their planned advocacy.²⁸

Other opportunities to meet strategic objectives around feminist knowledge creations were realised through the DFAT-funded WEAVERS program research component. Guided by IWDA Feminist Movement Strengthening Framework, Knowledge Translation Framework, and Feminist Research Framework and led

by an esteemed local researcher Dr Orovu Sepoe and local Steering Committee, this research was designed to support movement strengthening in both its process and outcomes. The strengths of this approach are evident.²⁹

IWDA also convenes the Australian Feminist Foreign Policy Coalition (AFFPC). A core goal of the AFFPC is to transform discourse on feminist foreign policy. In FY22/23, five Issues Papers produced by the AFFPC were the foundation of a panel, 'Disrupting the Eurocentricity of feminist foreign policy', at a conference hosted by The Global Institute for Women's Leadership at the Australian National University in July 2022.³⁰ This panel amplified new and diverse voices in the feminist foreign policy debate, which has been a key aim of IWDA in convening the AFFPC.³¹ IWDA represented AFFPC at the Paris Peace Forum in November 2022 as a member of the Global Partnership Network on Feminist Foreign Policy, reaffirming our role in the global discussion on feminist foreign policy.³²

In FY22/23 we also delivered or contributed to highly impactful conference presentations that interrogated the status quo and amplified knowledge that goes beyond mainstream practice. At the Philanthropy Australia National Conference 2022, IWDA's Director of Systemic Change and Partnerships Dr Salmah Eva-Lina Lawrence spoke on the unequal power relations perpetuated by terms such as 'developing country' or 'Global South', and highlighted the alternative terminology 'Majority World'; this presentation was described by a senior leader at a fundraising consultancy as "the most confronting discussion [of the conference] and certainly one I heard the most dialogue about in the breaks".³³ Similarly, IWDA collaborator 'Ofa Guttenbeil-Likiliki spoke to power imbalances in international development as she delivered the Mitchell Oration at the Australasian Aid Conference in Canberra in November 2022. The material she spoke about was directly drawn from her work with IWDA to produce Creating Equitable South-North Partnerships.³⁴ Her speech changed the nature of the conversation at the conference and was described by the Australian Ambassador for Gender Equality as "personally impactful".³⁵

Reflecting our contributions to thought leadership, in FY22/23 IWDA was invited to participate in a global consultation by the UK-based Gender and Development Network on decolonising advocacy. Our participation was sought based on our existing knowledge products and engagement in the global feminist movement.³⁶

Other opportunity to contribute thought leadership and shape programs of work for transformative discourse arose through being appointed to the Global Advisory Group of Women Deliver, supporting the co-creation of the 2023 Women Deliver convening. However, staff reflections indicate that knowledge production and use can be siloed within IWDA, and that there is scope to improve how we learn from and through our work across the organisation. In particular, there is the potential to better amplify and connect program learning to support feminist knowledge creation. This aligns with our Feminist Knowledge Translation Framework's emphasis on engaging with diverse forms and sources of knowledge and amplifying the voices of women, girls, and gender-diverse people in the Majority World.

OBJECTIVE 2.2: TO INFLUENCE FORMAL AND INFORMAL SYSTEMS OF POWER IN SUPPORT OF CHANGES TO POLICY, RESOURCING AND GENDER NORMS.

Confidential advice provided to IWDA has indicated that our advocacy work, particularly through the AFFPC, has been influencing in the foreign policy platforms of at least two Australian political parties.³⁷ Additionally, our contributions to federal parliamentary processes have been well regarded. For example, our December 2022 submission to the parliamentary inquiry into supporting democracy in our region spoke to the value of democracy assistance programs in advancing women's leadership in the Myanmar pro-democracy movement.³⁸ This evidence was well received by an independent Member of Parliament (MP) and led to a dedicated briefing with an advisor on the situation for women in Myanmar.³⁹

Furthermore, a longstanding IWDA advocacy priority was announced as part of the federal 2022-23 October Budget. The Australian Government announced a new commitment that all aid investments over \$3 million must have gender equality as a principal or significant objective. IWDA has advocated for this type of structural reform over many years, and we have influenced other organisations including peak sector body the Australian Council of International Development (ACFID) to adopt this position.⁴⁰ The Australian Government's commitment is similar in its ambition to targets set by Canada and France as part of their feminist foreign policy commitments.⁴¹

OBJECTIVE 2.3: TO USE AND EXTEND OUR LOCATIONAL POWER BY CONTRIBUTING TO COLLECTIVE ACTION COALITIONS FOR POLICY AND ADVOCACY INFLUENCE.

We are an active member of the ACFID Gender Equality Community of Practice regularly caucusing with other gender specialists in Australia and providing views to Government on topics such as the gendered impacts of Covid in the region and learnings on effective programming; gendered climate justice; funding for feminist movements, and feminist and First Nations foreign policy. We also play an advocacy role towards the sector through this forum. such as contributing to sector positions on the federal 2022-23 October budget.⁴²

We participated in five consultations with DFAT in November 2022 to inform Australia's new International Development Policy. In addition, DFAT requested a further, dedicated consultation with the AFFPC. This was a significant validation of AFFPC as a valued stakeholder and strengthened the credibility and reputational power of this coalition.⁴³

We are a member of the Women Peace and Security Coalition, where we amplify the perspectives of partner organisations working in Myanmar both within the Coalition and in external discussions.⁴⁴

Through our role in the W7 Working Group on feminist foreign policy, we participated in a roundtable consultation with the Government of Germany to inform its feminist foreign policy development process.⁴⁵ The German Government is taking a leading role in the feminist foreign policy community and our engagement in their work as a member of the W7 Working Group marks an extension of our visibility and influence in the global feminist foreign policy discourse.

As a member of the steering committee for the Women Deliver Oceanic Pacific Regional Convening Partnership, we helped to facilitate a structured process that consolidated and sharpened regional advocacy priorities. This work culminated in clear, and very clearly communicated, advocacy priorities at the global Women Deliver conference in Kigali.⁴⁶

"They said we were relentless, which I love"

– Government representative, Space for Voice evaluation

Our achievements during FY22/23 indicate that we should consider not only our locational power, but also our reputational power. We found that not only our strong Australian connections, but also our growing credibility and recognition in the feminist movement and thought leadership strengthened our capacity to influence decision-makers.

GOAL 3: BUILD A RESILIENT AND RELEVANT FEMINIST ORGANISATION.

OBJECTIVE 3.1: TO MAINTAIN STRONG FINANCIAL MANAGEMENT AND SUSTAIN A DIVERSE INCOME BASE.

We successfully delivered on all our financial management requirements, as well as some stretch objectives set by the Finance team.⁴⁷ This was despite substantial periods during FY22/23 where the Finance team was under-staffed or due to staff movement and essential staff leave.⁴⁸

In the first quarter of FY22/23 we conducted financial modelling in-house to identify risks to IWDA's financial sustainability which became part of the foundation for the refresh of IWDA's Strategy approved in February 2023.⁴⁹

Our income base is heavily reliant on DFAT grants, including grants for work led by IWDA's grantee partners, as well as grants for IWDA's Equality Insights program of work. There was incremental progress during FY22/23 in IWDA's new Business Development portfolio, with a clear strategy developed and discussions held with a range of prospective funders.

Untied funding is vital for IWDA's ability to deliver on our strategic priorities that extend beyond time-bound and grant-funded work. Yet our capacity to grow untied funding has not kept pace with our ambition due to a range of factors including personnel changes and systems challenges.

OBJECTIVE 3.2: TO INVEST IN SYSTEMS AND PROCESSES THAT FACILITATE OUR WORK AND ENABLE A RESILIENT, FEMINIST CULTURE AND STAFF WELLBEING.

We made productive investments in digital security during FY22/23,⁵⁰ as well as several small-scale changes to our processes such as implementing Adobe Sign to streamline contract development and signing.⁵¹

Two planned investments that involve more substantive change to our organisational systems were delayed in the context of staff turnover in our Finance, Fundraising and Operations teams, competing demands for staff time and financial resources.⁵² Our NetSuite Optimisation project, started in FY21/22, was first postponed and then put on hold due to competing demands for organisational resources.⁵³ The review of our CRM conducted early in FY22/23 made several recommendations that were not fully implemented, again due to competing demands for organisational resources.⁵⁴

While staff members recognise that IWDA has a finite capacity to invest time and financial resources in our organisational capacity, from staff reflections it appears that inefficiencies in our systems and processes have undermined some staff members' resilience and effectiveness.

OBJECTIVE 3.3: TO IMPROVE ORGANISATIONAL ENABLERS OF DIVERSITY AND INCLUSION AT ALL LEVELS OF THE ORGANISATION.

IWDA's work to improve our diversity and inclusion is encapsulated in our River of Change program. The role of Culture & Transformation Advisor was created in late 2022 to lead the River of Change program of work that had sat with the People & Culture team.⁵⁵ Previously, it had been very difficult for the People & Culture team to balance the demands of business-as-usual work with planned River of Change work.⁵⁶ The Culture & Transformation Advisor engaged staff across the organisation to review progress against River of Change and develop a plan to refresh and accelerate this work.

A substantial program of work was delivered in the remainder of FY22/23, including developing a Respect & Dignity policy package, increasing the number of Respect & Dignity Officers, refining how IWDA approaches unbiased recruitment through our recruitment platform, and establishing staff working groups or connecting existing staff working groups (such as the Women of Colour working group) with the River of Change governance structure. Staff across the organisation commented that a strong sense of momentum had built around the River of Change.

OBJECTIVE 3.4: TO INVEST IN AND CONTINUALLY DEVELOP IWDA'S CAPACITY FOR FEMINIST EXPERTISE AND ANALYSIS.

IWDA staff indicate that they would benefit from more time to engage on conceptual underpinnings of IWDA's work as the Gender@Work framework⁵⁷ and IWDA's updated 4S Framework.⁵⁸ This indicates that there is scope for us to invest more in our internal capacity to apply frameworks developed and/or used confidently by some staff, across all teams.

There is also more that could be done to consolidate, and share internally, learning that emerges through our work, for example through quarterly team reflections and partnership reviews. Currently this learning sits within individual teams, or individual programs or partnerships, and there is potential to invest in analysing and synthesising this learning to build our organisational expertise.

OBJECTIVE 3.5: INVEST IN PERIODIC PROCESSES OF CONSULTATION WITH AND LEARNING FROM WOMEN'S RIGHTS AND FEMINIST MOVEMENT ACTORS, SUBJECT EXPERTS, AND RELEVANT ALLIES, TO INFORM IWDA'S UNDERSTANDING AND STRATEGIES.

For the third consecutive year we conducted a Stakeholder Perception Review. We commissioned external consultants to hold confidential consultations with IWDA's grantee partners, advocacy partners, and funders, to share their experience of working with IWDA.⁵⁹ Findings from these consultations have informed this strategic evaluation report.

We consulted with subject matter and lived experience experts to inform our Decolonial Framework and Strategy, and consulted with a decolonial scholar to guide our response to recommendations from the S Framework review. We also connected IWDA's grantee partners, in a funded peer review process to inform program designs.

Additionally, our formal Partnership Reviews and ongoing partnership discussions, as well as our networking with movement actors, subject experts and allies at regional and global fora, inform IWDA's understanding and strategies in an ad hoc way.

RELEVANCE AND COHERENCE: DOES OUR STRATEGY APPROPRIATELY GUIDE OUR WORK?

IWDA's Strategy positions us at the forefront of the Australian international development sector. Our decisions to clearly separate our work from the work done by IWDA's grantee partners, expand our knowledge translation and influencing work, and prioritise decolonising and anti-racism both externally and internally, made us leaders of what are becoming increasingly mainstream discussions within the sector.⁶⁰

Current and prospective funders – including highly progressive funding agencies – also recognise, and value, IWDA's approach.

"...In the Australian development sector, we are still very much dominated by big INGOs that work in a very colonialist kind of patriarchal approach ... we reinforce colonising norms by shipping "experts" to developing countries to provide solutions rather than investing in local capacity and local organisations, which I think obviously is much more challenging work... from that perspective it's something that IWDA does very well in building long term partnerships and really supporting local organisations to build their own capacity to pursue their own outcomes."

– Resource Stakeholder FY22/23 Stakeholder Perception Review

The external consultants who completed IWDA's FY22/23 Stakeholder Perception Review concluded:

IWDA occupies a unique and positive position of trust ... derived from IWDA's core feminist values and practices, its critical and timely analysis, and its emerging decolonial approach ... includ[ing] localisation efforts that promote self-determination, shift financial and non-financial resources ... support core funding, and enhance local capacities and leadership⁶¹

There is clear evidence that our strategy provides a sound basis for decision-making and effecting change. For example, an external evaluation of the Women Leading Change program found promising evidence of a shift in power relations among partners within the program, facilitated by IWDA's power-sharing approach, which contributed to the documented effectiveness of the program.⁶² Similarly, our decision to Step Back in the WEAVERS research component has contributed to the success of a locally owned research process and outputs that we believe is, and will continue to be, transformative for the women's movement in Papua New Guinea. Internally, our approach to managing the end of the office lease and relocating to a new space during FY22/23 was firmly guided by our feminist values in that it informed by staff consultation and emphasising the importance of supporting staff resilience.⁶³

Staff consultations highlighted that IWDA maintains a highly ambitious external and internal program of work. The nature of these ambitions means staff are carrying out emotionally demanding work—whether that is in the organisational culture and anti-racism space or the feminist ethic of care that we bring to our partnerships and collaborations—and are doing so alongside business as usual.

"[The] whole organisation is very ambitious to the extent that all roles across the organisation are overloaded ... we achieve an awful lot, but it takes a toll on individuals"

– People & Culture team reflection

As a relatively small organisation, IWDA's capacity to deliver on our Strategy is sometimes reliant on individual staff. This is true in both our externally and internally facing work and roles.

RECOMMENDATIONS

1. Plan for and resource the implementation of IWDA's Decolonial Framework and Strategy.
2. Systematically build strategic reflection and decision making into the ELT management cycle and ensure spaces for whole of organisation reflection.
3. Invest more, and/or more strategically, in enabling systems and processes, in order to better resource ourselves to deliver on our commitments and achieve our potential.
4. Continue to strengthen cross team collaboration to diversity and renew funding for programs, including for convening and movement-strengthening work.

ACKNOWLEDGEMENTS

Sincere thanks are due to all IWDA staff, who generously shared their insights, experience, and advice. We are also deeply grateful to Monica Waqanisau and Maureen Penjueli, the external consultants who conducted the FY22/23 Stakeholder Perception Review, as well as all of the stakeholders who shared constructive and confidential feedback through that review.

ENDNOTES

- ¹ Chief Executive Officer (CEO) report to Board, February 2023
- ² CEO report to Board, November 2022
- ³ CEO report to Board, February 2023
- ⁴ CEO report to Board, February 2023; CEO report to Board, May 2023
- ⁵ CEO report to Board, February 2023
- ⁶ Finance team reflection
- ⁷ Partnership team reflection
- ⁸ FY22/23 Stakeholder Perception Review, available online at <https://iwda.org.au/resource/iwda-stakeholder-perception-review-2022-2023/>
- ⁹ CEO report to Board, November 2022
- ¹⁰ Partnership team reflection
- ¹¹ Partnership team reflection
- ¹² Fiji Women's Rights Movement (Fiji); femLINKpacific (Fiji); Sista (Vanuatu); Brown Girl Woke (Samoa) and Voice for Change (PNG)
- ¹³ CEO report to Board, February 2023
- ¹⁴ CEO report to Board, February 2023
- ¹⁵ Space for Voice evaluation
- ¹⁶ CEO report to Board, November 2022
- ¹⁷ Space for Voice evaluation
- ¹⁸ Leadership team reflection
- ¹⁹ Research, Policy & Advocacy team reflection
- ²⁰ People & Culture team reflection
- ²¹ Annual reflection on FY22/23 Operational Plan
- ²² Partnership team reflection
- ²³ CEO report to Board, August 2022
- ²⁴ CEO report to Board, February 2023
- ²⁵ CEO report to Board, November 2022
- ²⁶ CEO report to Board, August 2022
- ²⁷ Program overview available at <https://www.oxfam.org.nz/kotui-programme/>
- ²⁸ Partnership team reflection
- ²⁹ Research, Policy & Advocacy team reflection
- ³⁰ Conference program available at <https://giwl.anu.edu.au/events/gender-cultural-diversity-politics-australia-asia-pacific>
- ³¹ CEO report to Board, August 2022
- ³² CEO report to Board, November 2022
- ³³ Garner J, 'Highlights from the 2022 Philanthropy Australia Conference'. Strategic Grants; 2022 Sep 9. Available at <https://www.strategicgrants.com.au/2022/09/09/philanthropy-australia-2022/>
- ³⁴ Report available at https://www.sistalibrary.com.vu/wp-content/uploads/2021/03/Creating-Equitable-South-North-Partnerships_Full-Report.pdf
- ³⁵ CEO report to Board, February 2023
- ³⁶ CEO report to Board, February 2023
- ³⁷ CEO report to Board, August 2022; CEO report to Board, November 2022
- ³⁸ Submission available at https://www.aph.gov.au/Parliamentary_Business/Committees/Joint/Foreign_Affairs_Defence_and_Trade/Supportingdemocracy/Submissions
- ³⁹ CEO report to Board, May 2023
- ⁴⁰ CEO report to Board, November 2022
- ⁴¹ CEO report to Board, November 2022
- ⁴² CEO report to Board, August 2022
- ⁴³ CEO report to Board, February 2023
- ⁴⁴ Partnership team reflection
- ⁴⁵ CEO report to Board, November 2022
- ⁴⁶ Space for Voice evaluation
- ⁴⁷ Finance team reflection
- ⁴⁸ Finance team reflection
- ⁴⁹ CEO report to Board, February 2023
- ⁵⁰ CEO report to Board, November 2022
- ⁵¹ CEO report to Board, August 2022
- ⁵² CEO report to Board, February 2023
- ⁵³ CEO report to Board, May 2023
- ⁵⁴ CEO report to Board, May 2023
- ⁵⁵ CEO report to Board, February 2023
- ⁵⁶ CEO report to Board, November 2022
- ⁵⁷ Available at <https://genderatwork.org/analytical-framework/>
- ⁵⁸ The 4S Framework is described in IWDA's Strategic Plan 2025, available at <https://iwda.org.au/what-we-do/iwda-strategic-plan-2025/>
- ⁵⁹ FY22/23 Stakeholder Perceptions Review
- ⁶⁰ Australia's International Development Policy available at <https://www.dfat.gov.au/sites/default/files/international-development-policy.pdf>
- ⁶¹ FY22/23 Stakeholder Perceptions Review
- ⁶² Women Leading Change baseline assessment and Year 1 review
- ⁶³ Operations team reflection

ANNEX: PARTNER ACHIEVEMENT SUMMARY

THE REACH OF IWDA'S PARTNERSHIP IN FY22/23.

IWDA partnership funding reached 292 Women's Rights Organisations and 32 Disabled People's Organisations in FY22/23. These numbers include our partner organisations, as well as organisations that were enabled by IWDA's support to actively engage with our partners' work.

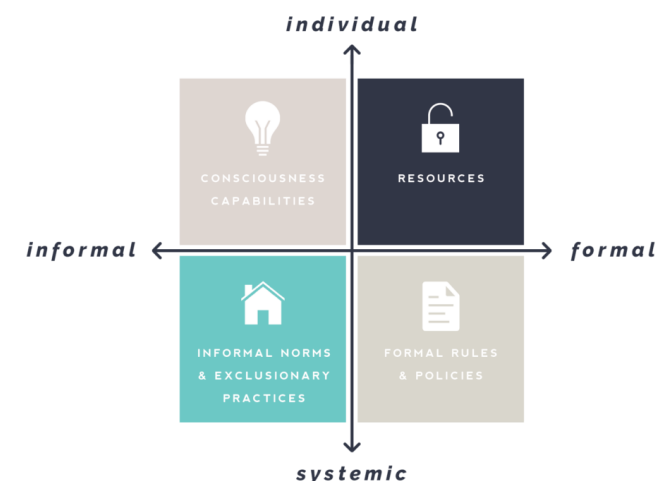
184,016 people were reached with the support of IWDA's partnership, including 2,200 women and girls supported to assume leadership roles, 4,039 people reached with services in response to sexual and gender-based violence, and 66,900 people reached with humanitarian and emergency support. Each one of these engagements across our region has flow-on effects for individuals, families, and communities, and ultimately supports social change towards gender equality.

KEY ACHIEVEMENTS OF ORGANISATIONS THAT PARTNERED WITH IWDA IN FY22/23.

Some of the key achievements of organisations that partnered with IWDA have been mapped against the Gender@Work framework (<https://genderatwork.org/analytical-framework/>).

Gender inequality is a social system. Achieving change in social systems is complex, and difficult. The Gender@Work framework maps outcomes along two axes: formal/informal changes, and changes in individuals/systems. This is designed to help expand our thinking about how to support systemic change. In practice, an activity is likely to have outcomes across multiple areas of the framework. Change in any one quadrant of the Gender@Work framework (e.g. 'Consciousness and capabilities', which is Individual and Informal) supports changes in all of the other quadrants.

The depth and breadth of partners' achievements mapped against the Gender@Work framework illustrates the effectiveness of these organisations in contributing to social change towards gender equality.



INDIVIDUAL CONSCIOUSNESS AND CAPABILITIES

IWDA supported partner organisations to engage with women and men to shift harmful attitudes and develop skills that support gender equality and women's empowerment. Partners worked with key individuals to respond to sexual and gender-based violence, strengthen women's leadership, and enable women's economic empowerment.

For example:

- Family Support Centre in Solomon Islands identified men who support gender equality and non-violent masculinity, and supported these men to engage across their communities to challenge norms and attitudes that underpin violence against women and girls.
- Christian Care Centre, in Solomon Islands, provided rights-based, gender-sensitive counselling to support victim-survivors of gender-based violence, by assisting women and girls to reconsider how they value themselves and what behaviours they consider acceptable.
- Covalima Community Centre in Timor Leste trained women in leadership and advocacy skills. 95% of participants reported increased knowledge and confidence following the training.
- Covalima Community Centre also supported 15 women prospective candidates for suco (local government) elections.
- Nazareth Centre for Rehabilitation trained and supported Women Human Rights Defenders in Bougainville. Many of these women are taking up leadership roles in their communities, as members or leaders of Ward Committees.
- Gender and Development for Cambodia provided gender-sensitive business skills training to 28 women small business owners, and complementary training to their male partners on sharing decision-making and roles and responsibilities fairly within the household.
- Women's League of Burma published a situation report on sexual and gender-based violence every two months. This information

ACCESS TO RESOURCES

IWDA supported partner organisations to mobilise resources to deliver activities that made immediate and/or longer-term impacts on the lives of women and girls, their families and communities. Partners effectively reached marginalised people with urgently needed resources, including women and girls who were displaced due to conflict or natural disasters, women who sell sex, and people who identify as LGBTQIA+. Partners provided health, humanitarian, legal aid, crisis support services; and financial services that enabled women's economic empowerment. In addition, partners worked with local decision-making bodies to increase women's influence over decisions about how resources are allocated.

For example:

- United Sisterhood Alliance in Cambodia provided emergency support to 110 sex and entertainment workers.
- Rainbow Community of Kampuchea provided urgent practical support to 19 LGBTQIA+ households.
- Women Human Rights Defenders and Male Advocates trained by Nazareth Centre for Rehabilitation in Bougainville, provided gender-sensitive emergency support to people displaced by volcanic activity.
- Voice for Change in Papua New Guinea provided legal aid and other crisis support services to 586 people affected by gender-based violence.
- Women's League of Burma, Ta'ang Women's Organisation, and Shan Women's Action Network have provided humanitarian and emergency support to 66,900 people in Myanmar and refugees in cross-border areas, including 48,042 women, girls and gender-diverse people.
- Covalima Community Centre in Timor Leste worked with local level disaster risk management committees to improve the gender balance of committees by increasing the number of women who are committee members.
- Covalima Community Centre in Timor Leste supported seven

was shared with key decision-makers to raise their awareness on human rights abuses. These reports document human rights violations, capturing the voice and experience of marginalised ethnic women and girls in Myanmar during the coup, and the achievements of women human rights defenders. The reports have become a key source of data used by global analysts and activists.

livelihood groups, including two livelihood groups specifically for women with disabilities.

- 90% of women participating in Gender and Development for Cambodia’s women’s economic empowerment project have increased their income.
- West ‘Are’Are Rokotanikeni Association in Solomon Islands supported several financial services that enabled women and girls to pool their resources and empower each other to make financial decisions. They supported multiple local Savings Clubs and a Revolving Loans Scheme. One of these financial services, the Hamaisha Fund, collected SBD19,970 in member contributions, and enabled 35 members to invest in school fees and healthcare.

INFORMAL NORMS AND PRACTICES	FORMAL INSTITUTIONAL PROCEDURES, LAWS AND POLICIES
<p>IWDA supported partner organisations to address harmful, unequal gender norms and promote norms supportive of gender equality. Partners engaged at the community level, with key institutions such as police and government ministries, and at a regional and global level to effectively influence public discourse on gender equality and galvanise action. Partners engaged closely with local communities to understand the norms underpinning practices that disempower and disadvantage women, in order to develop strategies to transform these norms. Several partners had a particular focus on amplifying and celebrating women’s leadership, including young women’s leadership, to challenge established gender norms that make it more difficult for women to take on leadership roles. Many partners took a leading role in supporting feminist convening and movement-building at national, regional and global levels, for example by hosting national and regional feminist forums, enabling participation by diverse women and girls, and facilitating opportunities for meaningful discussion and connection. Through these convenings, partners helped to build a consensus around priority feminist issues for the region and contributed to the development of advocacy statements and strategies to address these priority issues, including sexual and reproductive health rights, young women’s leadership, LGBTQIA+</p>	<p>IWDA supported partner organisations to influence policies, laws and action plans at national and local levels, and transform political and judicial systems, in order to deliver better outcomes for women and gender equality. Partners contributed to the development and implementation of policies and action plans addressing areas that are critical to gender equality, including disability inclusion and protection from violence. Partners promoted women’s engagement as constituents in formal political processes, and enabled women to take on political leadership roles through supporting women candidates and advocating for temporary special measures (such as candidate quotas) to increase women’s political representation.</p> <p>For example:</p> <ul style="list-style-type: none"> - Myanmar partners have continued collaborating with the National Unity Consultative Council (NUCC), an advisory body of the National Unity Government of Myanmar (NUG), to advocate for gender and women’s issues. This effort led to the adoption of a Gender Policy within the NUG in July 2023. - People With Disabilities Solomon Islands contributed to the development and successful endorsement of the National Disability Inclusive Development Policy (2022-2031), followed by

inclusion, and gender equality in conflict-affected areas and peace processes.

For example:

- Covalima Community Centre ran community forums addressing gender-based violence and human trafficking, as well as underlying harmful gender norms and attitudes in Timor Leste.
- Voice for Change hosted the first sorcery related violence forum in Jiwaka Province, Papua New Guinea, which led to 11 community action plans. Jiwaka Province is the only province in PNG that has formally recognised and responded to sorcery related violence, and this can be attributed to Voice for Change's sustained advocacy.
- Voice for Change also supported young women to lead multiple community campaigns, including 16 Days of Activism, Voter Education, and Covid-19 awareness campaigns. Consequently, young women are being recognised within their communities for their leadership potential.
- In Solomon Islands, Women's Rights Action Movement conducted research into community attitudes towards women's leadership, in order to guide their future strategies.
- Asisténsia Legál ba Feto no Labarik (ALFeLa) in Timor Leste conducted training on the legal framework for gender-based violence with key institutional power-holders, including local government authorities, national police, government ministries (Labor, Social Inclusion, and Health), as well as other civil society organisations. Training sessions covered laws and civil legislation against gender-based violence and human trafficking, and using the Referrals Network.
- Multiple partners took a leading role in organising 16 Days of Activism campaigns and International Women's Day campaigns, to raise consciousness and shift the public discourse on gender equality. In Cambodia, Rainbow Community of Kampuchea (RoCK) additionally organised events for Pride, the International Day Against Homophobia, Transphobia, and Biphobia, and International Human Rights Day, contributing to public discourse on LGBTQIA+ rights.

Ratification of Convention of Rights of People with Disabilities in June 2023.

- By the end of FY22/23, Women's Rights Action Movement had secured endorsement from eight out of nine Solomon Islands Provincial Governments for Temporary Special Measures to increase women's political leadership.
- The Family Support Centre in Solomon Islands conducted by-law consultations for the Family Protection Act.
- Family Support Centre was the first organisation in Solomon Islands to be accredited to provide counselling under the new Domestic Violence Counselling Guidelines.
- In Timor Leste, ALFeLa successfully advocated to the Ministry of Justice to help women access their birth certificates, in order to enable them to access support services.
- ALFeLa is also supporting the implementation of the new Timor Leste National Action Plan on Gender-Based Violence and is the lead non-government organisation for Pillar 2 of the Plan.

- Women's Rights Action Movement convened the Solomon Islands National Women's Forum, as well as the national Young Women's Forum, while in Cambodia United Sisterhood facilitated the Women Workers Forum and Women's Dialogue.
- United Sisterhood co-convened the ASEAN Grassroots People's Assembly, bringing together around 1,000 participants from across the region to address shared concerns, including concerns relating to gender equality. Local media outlets extensively covered the Assembly's activities.
- We Rise Coalition partners hosted the Pacific Feminist Forum. Outcomes from the Forum contributed directly to the advocacy priorities taken to Women Deliver by the Oceanic Pacific Regional Convening Partnership, ensuring that the voices and priorities of Pacific feminists were included at the global Women Deliver conference.

**PO BOX 64,
Flinders Lane, Victoria
Australia 8009**

**1300 661 812
iwda@iwda.org.au
www.iwda.org.au**

**ABN 19 242 959 685
ACN 126 216 165**

IWDA Acknowledges the traditional custodians of the land our office is location, the Wurundjeri People of the Kulin Nations. We pay our respect to their elders past and present.