



ANNUAL REPORT 2023/24

COLLECTIVE POWER

IWDA INTERNATIONAL
WOMEN'S
DEVELOPMENT
AGENCY

IWDA acknowledges the Traditional Custodians of the land our office stands on, the Wurundjeri People of the Kulin Nation. We extend that respect to the Traditional Owners of the lands where our staff work remotely, and to all First Nations people. We acknowledge the deep and continuing connections to Country, which have been cared for since time immemorial. We stand in solidarity with First Nations people leading movements for voice, treaty and truth.



WHO WE ARE

IWDA is an Australia-based organisation that resources diverse women's rights organisations primarily in Asia and the Pacific, contributing to global feminist movements to advance our vision of gender equality for all.

Over our 39-year herstory, IWDA has grown from the living room of our founders to become who we are today.

IWDA's roots are in the development sector, as Australia's only development organisation entirely focused on gender equality. This brings strengths in the form of deep, long-lasting relationships with the network of women's rights organisations we support. And increasingly, our future lies as part of the global feminist movement.

We resource the work of diverse women's rights organisations, enabling them to be more effective by providing support that goes beyond money, and we make our own contributions to feminist movements through advocacy, knowledge creation and translation.

We recognise that international development has deep roots in the harmful and oppressive structures of coloniality. As an organisation located in the Minority World engaging in the development sector, we take actions to decolonise our approach to feminism and development. We want to become the best we can be at partnerships across the Majority and Minority Worlds.

OUR VISION

GENDER EQUALITY FOR ALL

OUR PURPOSE

TO DEFEND AND ADVANCE THE RIGHTS OF DIVERSE WOMEN AND GIRLS

OUR VALUES

FEMINIST

ACCOUNTABLE

COLLABORATIVE

TRANSFORMATIVE

▶
ENG NAI FACILITATES ECONOMIC
EMPOWERMENT PROGRAMS RUN
BY IWDA PARTNER GENDER AND
DEVELOPMENT FOR CAMBODIA.
PHOTO: HARJONO DJOYOBISONO



CONTENTS

2
Our program partnerships

4
CEO's message

6
Co-Chair's message

8
The year in numbers

10
Our Strategy

12
Goal 1

16
Goal 2

20
Goal 3

24
Our continuous
improvement

26
Thank you

28
IWDA Leadership

30
Transparency,
accountability &
accreditation

32
Financial overview

34
Financial report



◀
**EHELIE, FIJI WOMEN'S RIGHTS
MOVEMENT, SPEAKS AT A WE
RISE COALITION EVENT.
PHOTO: ALLAN STEPHEN**

▶
**A PARTICIPANT ATTENDS A
COMMUNITY LEARNING EVENT
HOSTED BY IWDA PARTNER
GENDER AND DEVELOPMENT
CAMBODIA. PHOTO: HARJONO
DJOYOBISONO**



OUR PROGRAM PARTNERSHIPS



MYANMAR

Women Leading Change program



CAMBODIA

Gender and Development for Cambodia

Rainbow Community Kampuchea

United Sisterhood Alliance



TIMOR-LESTE

Asisténsia Legál ba Feto no Labarik

Covalima Community Centre

In 2023/24, IWDA held partnerships with 23 women's rights organisations across 8 countries.

PAPUA NEW GUINEA

- Eastern Highlands Family Voice
- Nazareth Centre for Rehabilitation (Autonomous Region of Bougainville)
- Voice for Change
- Wide Bay Conservation Association

SOLOMON ISLANDS

- Christian Care Centre
- Family Support Centre
- West 'Are'Are Rokotanikeni Association
- Women's Rights Action Movement
- People With Disabilities Solomon Islands

VANUATU

SISTA

FIJI

- FemLINKpacific
- Fiji Women's Rights Movement

SAMOA

Brown Girl Woke

CEO'S MESSAGE



Nayomi Kannangara
CEO

It is my pleasure to write my first Annual Report message to you as CEO of IWDA. As I have stepped into this role, I have loved engaging with the many people who make IWDA what it is today - our incredible staff and Board, our formidable partners across Asia and the Pacific, our insightful feminist friends and our network of committed donors and supporters. This is a special organisation and it is my privilege to nurture and strengthen its impact into the future.

There is no doubt that we find ourselves in an increasingly destabilised world, where hard-won rights for women and girls are under threat. The backlash to gender equality efforts is real. An anti-rights movement is on the rise, at the same time as we face environmental, health and humanitarian crises around the world.

In this context, the need for strong women's rights organisations, grounded in feminist movements, is more important than ever. We need organisations that can contribute to lasting change, even when it is hard. *Especially* when it is hard. I look forward to continuing to shape IWDA to meet this critical moment.

This last year was a pivotal period of transition for IWDA. After 11 years with IWDA, and six years as CEO, Bettina Baldeschi stepped down from her role as CEO. Under Bettina's strategic leadership, IWDA expanded its reach and impact and built new partnerships. We thank Bettina for the powerful legacy she leaves behind.

In the past year we also saw transition at Board leadership level. I was pleased to welcome Kristen Wallwork as the new Co-Chair of the Board. Kristen is a highly experienced social justice leader and a lawyer who has dedicated more than 20 years to serving local communities. A second Co-Chair has since joined Kristen - Dr Kar Mei Tang. Kar Mei is a seasoned leader with over 25 years of experience across the public, private, and not-for-profit sectors, in sustainability, finance, and economics.

As we welcomed new leaders, we extended our deep appreciation to IWDA's outgoing Co-Chairs, Dr Betty Barkha and Kerry Gardner AM. Betty and Kerry joined the organisation in 2021 as IWDA's inaugural Co-Chairs and forged a new approach for the IWDA Board. Together they explored how shared power can create an opportunity for more diverse and innovative leadership. We thank them both for their contributions to IWDA.

My appointment as CEO marked another important transition for IWDA, as a Woman of Colour assuming this leadership role. This represents a step in IWDA's ongoing cultural transformation, which centres representation, diversity, inclusion, safety and wellbeing. I am proud to bring my experiences as a Sri Lankan woman, a migrant and a leader in the international development sector to IWDA. While representation matters, it is one piece of the puzzle. I am committed to ensuring IWDA is a safe and inclusive place for all staff, supported both by formal policies and informal norms and behaviours. We must strive to embody our values at every opportunity as we continue our journey to becoming an explicitly anti-racist organisation.

This annual report provides a snapshot of the breadth and depth of IWDA's contributions, made possible by our community of diverse donors. I would specifically like to highlight a legacy gift we received from IWDA co-founder Dr Ruth Pfanner, who died in 2023. Ruth was one of three visionary women who founded IWDA in 1985, hosting the organisation's very first meeting in her home. Ruth's extraordinary vision and contributions to Australia's feminist movement will be remembered always, and her generous bequest to IWDA will ensure her legacy lives on.

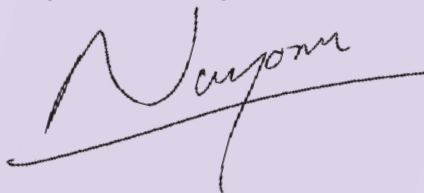
From long-term support comes long-term impact. You can read about the tireless work of women's rights campaigners in Solomon Islands to increase women's political representation (page 14). Or the way IWDA is strengthening the skills and capacity of Myanmar women's rights organisations who are striving for a just future (page 15). IWDA remains accountable to the network of women's rights organisations that we support with money, skills and access. I look forward to continuing to connect, collaborate and learn from our partners. We also remain committed to decolonising our approach to feminism and development, and I am proud of the journey we are on (page 22).

In the year ahead, IWDA will deliver a new Strategic Plan to guide our work. I am energised by this opportunity, and grateful for the insights and ambitions shared by people inside and outside of the organisation to shape our strategic direction. Together we can strengthen IWDA to ensure we meet the next decade with clarity of purpose and determination.

I extend my heartfelt gratitude to everyone who has welcomed me so warmly to IWDA. I look forward to celebrating IWDA's 40th anniversary with you in 2025!

Thank you.

Nayomi Kannangara



CO-CHAIR'S MESSAGE



Kristen Wallwork
Co-Chair

It was my honour to join IWDA as Board member and Co-Chair in May 2024. I want to firstly thank our outgoing Co-Chairs, Kerry Gardner AM and Dr Betty Barkha for their insightful leadership and stewardship of this organisation. It's a privilege to build on the powerful foundations laid by our previous Co-Chairs, Board members and staff.

IWDA remains committed to a Board Co-Chair model, which reflects our feminist approach to leadership and valuing diverse skills, knowledge and lived experiences. I am pleased to announce that in the coming financial year I will be joined by IWDA's new Co-Chair Dr Kar Mei Tang. Kar Mei brings a depth of experience and I look forward to working alongside Kar Mei and our Board colleagues.

This Annual Report 2023/24 highlights the powerful resistance and tenacity of women's rights organisations and movements across Asia and the Pacific. IWDA is proud to resource and stand with women who are on the frontline, striving for justice and equality in their communities and countries. By supporting local women's rights advocates, who know their context best and are closest to the solutions, we pave the way for lasting, transformative change.

“Next year is also a pivotal year in IWDA’s herstory, as it’s the year we celebrate 40 years of collaboration, progress and impact. I look forward to celebrating this organisation’s 40th anniversary with the people who have shaped and supported IWDA over the decades.”

This report also highlights the ways in which IWDA contributes to feminist movements through our own knowledge creation and advocacy. In the past year, IWDA has taken considerable strides towards ensuring policy-makers and decision-makers have the data they need to properly address inequality.

Our flagship data program, Equality Insights, launched a new publicly-accessible Data Portal that holds data collected by Equality Insights in Tonga and Samoa. This data is unlike traditional poverty data, as it was collected by interviewing all adult members of a household, instead of only the ‘heads of household’ who are predominantly male. The data also goes deeper than traditional poverty data, as it is based on surveys that ask people about 15 dimensions of life across economic, social and environmental areas. We thank the Australian Government for their ongoing support of Equality Insights and their commitment to our shared vision for data and policy that leaves no one behind.

As I look forward to the year ahead, there is so much to be excited about. Firstly, I look forward to building connections with IWDA staff, partners and the group of committed supporters and funders who make our work possible.

2025 is a key strategy year for IWDA, as we roll out a new Strategic Plan which will guide our work towards achieving gender equality for all. The Board is energised for this crucial work.

Next year is also a pivotal year in IWDA’s herstory, as it’s the year we celebrate 40 years of collaboration, progress and impact. I look forward to celebrating this organisation’s 40th anniversary with the people who have shaped and supported IWDA over the decades.

I am enthused for the milestone year ahead, and I eagerly anticipate working alongside Nayomi and my incredible Board colleagues, who all bring deep expertise and commitment to our shared values.

Thank you to each and every supporter who stands with IWDA.

Kristen Wallwork

THE YEAR IN NUMBERS

We are committed to working alongside program partners and collaborators to achieve transformative change. Here is a snapshot of what IWDA partners and IWDA achieved together.

645

Women's groups, organisations and coalitions were actively involved in partner projects

976

Women and girls were supported to assume leadership positions

39,836

People participated in sessions on gender issues and women's equal rights

1,262

Women and girl survivors of violence received counselling and other support services



◀
COMMUNITY WORKSHOPS
FACILITATED BY IWDA PARTNER
GENDER AND DEVELOPMENT
FOR CAMBODIA. PHOTOS:
HARJONO DJOYOBISONO

21

**Disabled persons organisations
(DPOS) actively involved**

784

**People with disabilities involved
through projects**

1,310

**People provided with
financial services**



OUR STRATEGY

This Annual Report presents IWDA's impact across its three strategic goals, as outlined in our Strategic Plan. We look forward to launching a new Strategic Plan in 2025, building on the powerful progress enabled by our current strategic direction.

GOAL 01

Resource and contribute to resilient and vibrant feminist movements, primarily in the areas of: power, leadership and civic space; and freedom from violence.

GOAL 02

Promote systemic change towards gender equality for all.

GOAL 03

Build a resilient and relevant feminist organisation.

*"Step Up, Stand With, Step Back" is an adaptation of the framework proposed by Shirley Walters and Shauna Butterwick in their 2017 publication *Moves to Decolonise Solidarity Through Feminist Popular Education*. We have added "Sit with" based on feedback provided to IWDA by Alfred Deakin Professor and Chair in Race Relations, Yin Paradies.



▶ A PARTICIPANT AT THE YOUNG WOMEN'S LEADERSHIP FORUM IN BOUGAINVILLE, HOSTED BY IWDA PARTNER NAZARETH CENTRE FOR REHABILITATION. PHOTO: HARJONO DJOYOBISONO

OUR 4S FRAMEWORK

IWDA is committed to taking actions to decolonise our approach to feminism and development. This means we seek to understand and leverage our locational power so that we know when to:



STEP UP and use our power to leverage resources and access for women's rights and feminist organisations, and make our own contribution to feminist movements



STAND WITH feminist movements in solidarity and amplify the work of Majority World actors



STEP BACK when others are better placed to take the lead



SIT WITH uncertainty, embrace communal learning and deep listening, and accept that time is needed to collectively discern the best course of action*

GOAL

01

RESOURCE AND CONTRIBUTE TO RESILIENT AND VIBRANT FEMINIST MOVEMENTS, PRIMARILY IN THE AREAS OF: POWER, LEADERSHIP AND CIVIC SPACE; AND FREEDOM FROM VIOLENCE.



▶ PARTICIPANTS OF ECONOMIC EMPOWERMENT AND WOMEN'S LEADERSHIP PROGRAMS LED BY GENDER AND DEVELOPMENT FOR CAMBODIA. PHOTO: HARJONO DJOYOBISONO

GOAL 01

Diverse women's rights organisations and strong feminist movements remain the most effective drivers for advancing gender equality.

In 2023/24, IWDA resourced women's rights organisations in Asia and the Pacific with the money, skills and access they need to do their work. We continued to invest in long-term and trust-based partnerships with women's rights organisations in Myanmar, Cambodia, Timor-Leste, Papua New Guinea, Solomon Islands, Vanuatu, Fiji and Samoa.

This past year we also provided funding and accompaniment support to enable feminist movements to strengthen relationships, learn from each other and plan collective action in the face of rising backlash.

PROGRESSING WOMEN'S POLITICAL REPRESENTATION IN SOLOMON ISLANDS

When Solomon Islands went to the polls for their national election earlier this year, only 6% of candidates were women. IWDA partner Women's Rights Action Movement (WRAM) is campaigning tirelessly to change this outlook in future elections.

WRAM celebrated a landmark win in this campaign when they successfully convinced the country's leaders to approve the inclusion of Temporary Special Measures (TSMs) in a bill amendment which will be voted on this year. TSMs lay the path for more women in politics, with options such as additional seats or quotas.

WRAM's Bezel Aonima said campaigners had been reinvigorated by the achievement after six long years of advocacy. "Getting this through Cabinet is really quite a success story for us," she said.

She said a key part of the campaign was persuading powerful men of the importance of women's political representation.

"Most politicians we spoke with said, we are representing women in the Parliament, we're already doing this on behalf of women," Bezel said. "But much of women's needs are not reflected in policy. We needed to get them to understand that it's about women sharing and articulating their experiences and contributing to change. This is so important."

The next step in the TSM campaign is working towards a vote in the Parliament, as WRAM continues to advocate to recently-elected leaders.

IWDA has provided core funding since WRAM's inception in 2013. IWDA's support has also included technical advice and organisational capacity strengthening including finance capacity support, program management support, safeguarding training and access to other funding channels.

This program was funded through the Australian Government from 2021 to April 2024. IWDA continues to provide core funding to WRAM.

◀
**PARTICIPANTS OF FIJI WOMEN'S RIGHTS
MOVEMENT'S GIRLS PROGRAM.
PHOTO: ALLAN STEPHEN**



CREATING SAFE AND INCLUSIVE SPACES FOR DEAF GIRLS IN FIJI

Long-time IWDA partner Fiji Women's Rights Movement (FWRM) runs the GIRLS program, enabling girls between 10-17 years of age to know and advocate for their rights.

Through sports, theatre and creative writing, the program teaches girls about issues including gender equality, human rights, feminism and sexual and reproductive health and rights. At its core, GIRLS is about building the individual agency of Fijian girls and, in doing so, improving their safety and security.

The program has expanded to GIRLS Persist - the first feminist Deaf girls' leadership program in Fiji.

"If we say we are for all women and girls, then we have to be for all women and girls," FWRM Executive Director Nalini Singh said.

In partnership with the Gospel School for the Deaf (GSD), FWRM has worked to make their GIRLS program accessible to Deaf girls. This has included recruiting a specialised Deaf consultant to adapt the GIRLS Program methodology, developing unique session plans for their new cohort and running capacity-building workshops for FWRM staff to learn about Deaf culture and language.

This has also meant, in some cases, expanding Fijian Sign Language (FSL) by developing new signs for words like 'feminism' and 'intersectionality' - concepts that are core to the GIRLS program but, until now, have been missing from FSL.

"I feel, the more girls like me get this information, the more powerful we are, because information is power," said one GIRLS Persist member.

The GIRLS Program is delivered in partnership with the Australian Government through the Australian NGO Cooperation Program (ANCP).

**"If we say we are for all women and girls, then we have to be for all women and girls."
- Nalini Singh, Fiji Women's Rights Movement Executive Director**

STRENGTHENING MYANMAR WOMEN'S RIGHTS ORGANISATIONS

It has been almost four years since the military coup began in Myanmar. Since then, women's rights advocates have been at the forefront of the resistance, making up over 60 percent of the resistance movement. Continuing military rule not only hinders progress on gender equality, it threatens the hard-won fundamental rights of women and girls.

IWDA has proudly partnered with women's rights organisations in Myanmar for more than 30 years. In responding to critical threats to women's rights, IWDA forged a new program, Women Leading Change, with Myanmar women's rights organisations.

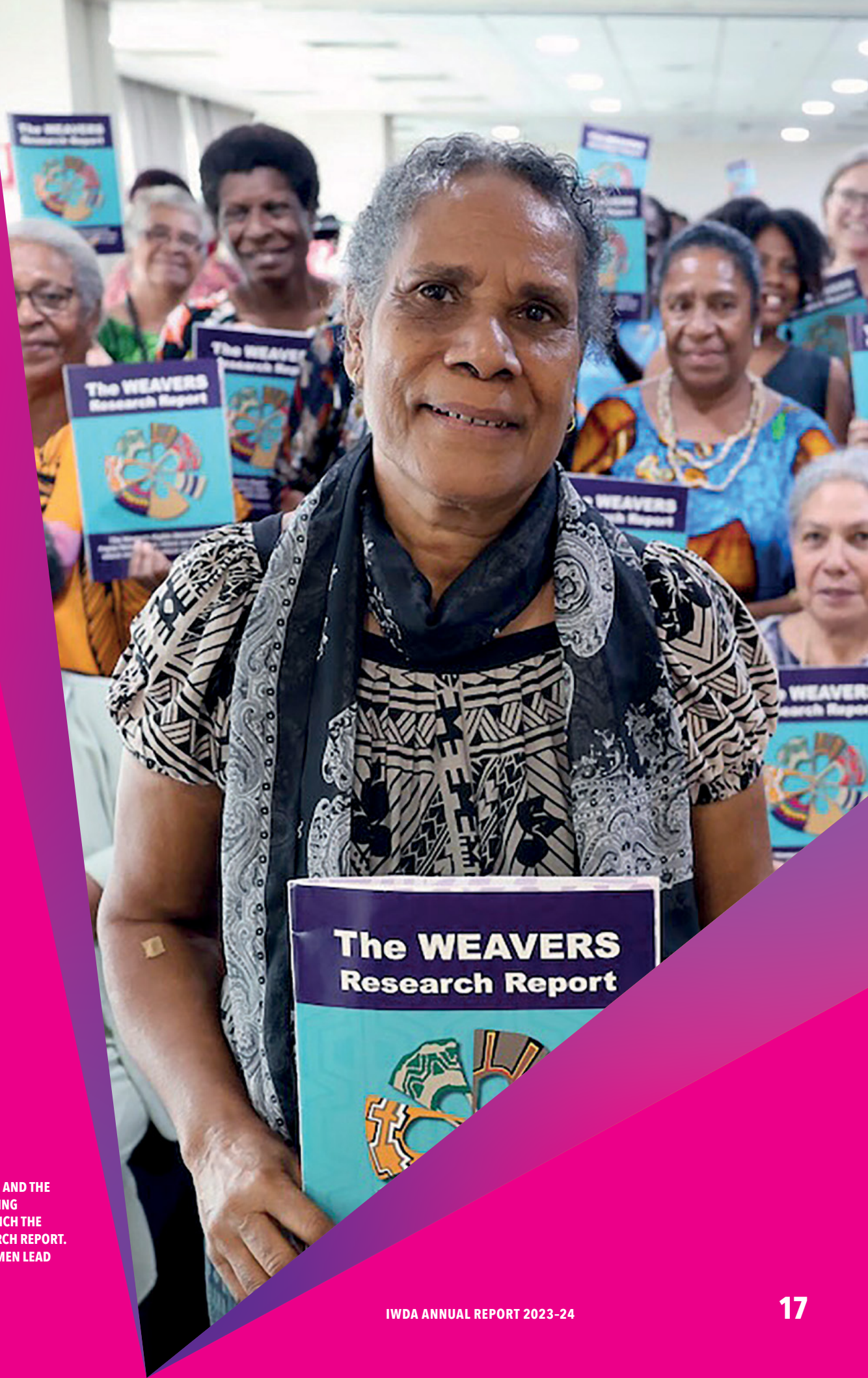
In 2023/24, IWDA worked alongside Women Leading Change partners to strengthen their feminist organisational capacity and their approach to feminist advocacy. IWDA staff delivered a workshop based on the Feminist Organisational Capacity Strengthening (FOCS) approach, a tool designed by IWDA to support women's rights organisations to further align their operations with feminist principles. Participants praised the workshop, describing it as an ideal space to progress their feminist knowledge, equip them with essential tools and frameworks to evaluate their organisational strengths and areas for improvement, and focus on building cultures of care.

IWDA also facilitated sessions for Myanmar partners on strategic feminist advocacy, drawing from our Plan Your Power resources to ensure partner organisations' advocacy is targeted, sustainable and transformative. Participants gained knowledge of a new strategic advocacy planning methodology to identify key issues, map and influence power-holders, and develop the most effective strategies to shift power imbalances. Participants commended the workshop, saying it empowered them to take the lead on developing organisational advocacy strategies using Plan Your Power techniques.

GOAL

02

**PROMOTE SYSTEMIC CHANGE
TOWARDS GENDER EQUALITY
FOR ALL**



▶ DR OROVU SEPOE AND THE RESEARCH STEERING COMMITTEE LAUNCH THE WEAVERS RESEARCH REPORT. PHOTO: PNG WOMEN LEAD

GOAL 02

IWDA contributes to systemic change through our own knowledge creation and advocacy. In 2023/24, IWDA promoted systemic change in areas including inclusive data, feminist foreign policy, movement strengthening, feminist funding and decolonial research.

We also collaborated with feminist movements and other strategic partners to add our voice to collective efforts on issues including climate justice, strengthening civil society, and sexual and reproductive health and rights. IWDA used our feminist voice and expertise to advocate in spaces where we have unique access and influence, in particular with the Australian Government.

▼
IWDA'S JO CRAWFORD REPRESENTS IWDA AND THE WOMEN'S MAJOR GROUP AT THE UN'S HIGH-LEVEL POLITICAL FORUM ON SUSTAINABLE DEVELOPMENT.



MAKING INCLUSIVE DATA ACCESSIBLE TO THE WORLD

Globally, we don't know how many women live in poverty. But we do know that without individual-level measurement of poverty we are missing information that tells us about how poverty is impacted by gender, disability status, age, or location. Without this information people will be left behind.

Equality Insights, IWDA's flagship gender data program, has developed world-leading survey tools that collect inclusive data about multidimensional poverty and inequality at the individual-level providing important insights into the experiences of individuals who are often rendered invisible in poverty data.

In 2023/24, Equality Insights focused on disseminating findings from two significant data collections, Equality Insights Rapid Tonga and Equality Insights Rapid Solomon Islands. The data contained in these reports was collected utilising an innovative, new, phone-based survey developed by Equality Insights to survey poverty and inequality across 15 key dimensions of life, because we know poverty is about more than just money.

In October 2023 we proudly launched an alpha version of the Equality Insights Data Portal, a publicly available and accessible dashboard of Equality Insights Rapid data. The portal empowered all data users - from policymakers to grassroots organisations and beyond - with access to Equality Insights' inclusive data and insights, supporting their efforts to use the data to improve the lives of those affected by poverty and inequality.

The Equality Insights program also worked alongside governments and other civil society groups during the 68th session of the Commission on the Status for Women (CSW) to secure language about the importance of individual-level, multidimensional poverty measurement in the Agreed Conclusions. With the 68th session of CSW having an explicit focus on gender and poverty this was an important enhancement of the internationally-agreed language on gender data for poverty measurement, and the first of its kind since the Beijing Declaration and Platform for Action called for sex and age disaggregated data. We know that disaggregated data is not sufficient to address the intersecting realities of poverty and gender and that systemic changes are required to unlock progress on new methods for measuring poverty to accelerate gender equality.

Equality Insights aims to increase the uptake of individual-level gender-sensitive multidimensional data to inform government policies, programming and priorities. In May 2024 we were thrilled to host a data retreat in Melbourne, bringing together data users and producers from government ministries in Solomon Islands and Tonga.

"[I have] a much better understanding of gender data, statistics and how individual-level data brings out clearly the inequalities that otherwise stay hidden if we are not looking for it," said one data retreat participant.

Equality Insights is supported by the Australian Government and implemented by IWDA.

RESEARCHING PNG'S WOMEN'S RIGHTS MOVEMENT

In 2023/24 IWDA supported locally-owned and implemented research highlighting the strengths, challenges and powerful role of the women's rights movement in Papua New Guinea.

"The WEAVERS Research Report – The Women's Rights Movement in Papua New Guinea: where we came from, where we are, and where we wish to go" was conducted by lead researcher Dr Orovu Sepoe and a Steering Committee of diverse PNG women's rights advocates and activists.

The research revealed a strong cultural precedent of women coming together in PNG – Meri Bung in Tok Pisin – providing a solid foundation for today's women's rights movement.

Research findings highlighted that despite fragmentation, weak institutional linkages and funding constraints, women's rights organisations shared a "collective consciousness" – meaning they have a shared understanding of their values and purpose.

"The diverse backgrounds and experiences of the research team enriched the research process and outcome," Dr Sepoe said. "Consensus-based and shared decision-making ensured inclusiveness. Different views were shared, and diverse voices were heard."

An independent evaluation of the research found that "the project's lead actors and the research methodology embodied decolonial approaches to a very high extent". It also found that the research process and findings have meaningfully

strengthened the PNG women's rights movement and catalysed local energies to further deepen the movement.

The full report and project evaluation is available at iwda.org.au/weavers.

The research was commissioned by IWDA and funded by the Australian Government through the PNGAus Partnership.

SAYING F! IT! TO FOREIGN POLICY AS WE KNOW IT

As part of IWDA's work convening the Australian Feminist Foreign Policy Coalition (AFFPC), we were excited to launch our first podcast in 2024 – *F! It! exploring feminist and First Nations approaches to foreign policy*.

Hosted by Gumbaynggirr/Dunghutti woman, academic and AFFPC member Julie Ballangarry, the podcast utilised a yarning approach to bring together feminist and First Nations perspectives on transforming foreign policy.

Guests included ANU academic and Research Fellow in Indigenous Diplomacies James Blackwell, IWDA's Alice Ridge, Chair of the UN's Expert Mechanism on the Rights of Indigenous Peoples Dr Sheryl Lightfoot and Australia's inaugural Ambassador for First Nations People Justin Mohamed. The final episode featured an insightful conversation with former Aboriginal and Torres Strait Islander Social Justice Commissioner, June Oscar AO, on international engagement that centres First Nations gender justice.

This podcast represents a global opportunity to bring together the communities supporting feminist and First Nations foreign policies into dialogue.



 **Listen to F! It! by searching 'IWDA' on Spotify or iTunes.**

GOAL

03

**BUILD A RESILIENT AND RELEVANT
FEMINIST ORGANISATION**



▶ IWDA STAFF ATTEND THE 2024 INTERNATIONAL WOMEN'S DAY MARCH IN MELBOURNE. PHOTO: DIANA HODGETTS

GOAL 03

IWDA remains deeply committed to fostering an organisational culture that centres wellbeing, inclusion and diversity. In 2023/24, we made progress on our journey of cultural transformation.

We also took steps to further decolonise our practice and ensure we remain a relevant feminist organisation.

STRENGTHENING OUR DECOLONIAL PRACTICE

IWDA recognises that international development has harmful and oppressive roots, and that we must push to transform power within the sector and beyond. This work is critical to our meaningful engagement with global feminist movements and to achieving our overall vision of gender equality for all.

In 2023/24, we proudly launched our first Decolonial Framework and Strategy. The document explains the key concepts surrounding decolonial practice. It also charts a path for IWDA to interrogate and reimagine the way we work internally and externally with partners and feminist movements.

The Framework and Strategy outlines key commitments across three critical sites of transformation - our development practice, our internal practice and ourselves. Commitments include analysing and redressing the types of power IWDA brings to its development practice, developing an action plan to progress First Nations justice, and cultivating safe spaces for unlearning, learning and courageous conversations with partner organisations for meaningful transformation. In line with the critical sites of transformation, we have updated our Behavioural Capability Framework.

The Strategy also reaffirms that decolonisation is not an end state, it is ongoing and limited. As such, the document will be refreshed regularly alongside our Strategic Plans and we commit to maintaining organisational momentum and resourcing for this vital agenda.



◀
**IWDA'S TAMARA PEÑA PORRAS SPEAKS
IN FIJI. PHOTO: ALLAN STEPHEN**

TRANSFORMING OUR ORGANISATIONAL CULTURE

IWDA is focused on the continued delivery of our cultural transformation strategy, called the River of Change, which was co-created in 2021 following a staff participatory review of all elements of our organisational culture. In 2023, the River of Change had a significant refresh and realignment, with a more holistic approach incorporating individual learning and accountability.

In 2023/24, key progress in our cultural transformation included the following:

Representation and retention of People of Colour

The number of staff members identifying as People of Colour increased from 38% to 41%, while representation of People of Colour at executive leadership level rose to 60%. Retention of People of Colour increased by 12% year on year. Significantly, IWDA also welcomed Nayomi Kannangara as CEO. Nayomi's appointment was met with optimism from staff, particularly People of Colour who had expressed their strong hope and desire for a feminist CEO with cultural ties to Asia and the Pacific.

Anti-racism learning program

IWDA partnered with Kind Enterprises to offer a bespoke anti-racism learning program throughout the year. The program included sessions on the tactics of derailing anti-racism work, extended racial literacy, equitable workplaces in practice and anti-racism in development.



Inclusion at Work recognition

IWDA continued to track progress in creating a diverse and inclusive organisation in 2023/24. One important metric was the Diversity Council Australia's Inclusion @ Work survey, which takes place every two years. In 2023 we once again achieved Inclusive Employer Accreditation, with a 13% increase in our 'organisational climate' as an inclusive organisation and results above the national average. Findings also highlighted areas for improvement, including a greater focus on development opportunities and a continued focus on creating a psychologically safe workplace where people feel comfortable in sharing their diverse perspectives.

Staff wellbeing

We were pleased to record a 92% participation rate in our 2023/24 staff wellbeing survey, which provided representative data to guide our policies and practices. Positive survey results showed 98% of respondents felt that in general, the work they were doing was worthwhile, while 98% of respondents said they understood how their work contributed to the goals of IWDA. Opportunities for improvement included strengthening communication between teams and managing workloads. In response to the survey, all departments have agreed on actions they will work toward to meet the opportunities outlined in the survey in the coming year.

▼
AN ILLUSTRATION DEPICTING THE POWER OF PRACTISING COLLECTIVE CARE. THE ILLUSTRATION IS FROM IWDA'S GUIDING BEHAVIOURS POSTER, DESIGNED TO DEPICT THE KEY BEHAVIOURS STAFF WILL STRIVE TO DEMONSTRATE.
ILLUSTRATION: COOLAMON CREATIVE

OUR CONTINUOUS IMPROVEMENT

IWDA is a proud learning organisation that centres individual and collective reflective practice.

Our Monitoring, Evaluation and Learning (MEL) process tracks the progress and impact of our work, and engages in learning towards continuous improvement. MEL is a critical part of our feminist development practice. Annual MEL reports are available on our website.

STAKEHOLDER PERCEPTION REVIEW

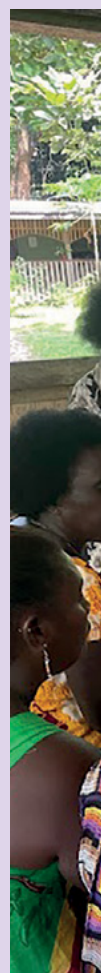
As part of the previous year's MEL cycle (2022/23), IWDA commissioned a review to obtain anonymous feedback from three stakeholder groups – partners in Asia and the Pacific, collaborators and resource partners.

Independent consultants Monica Waqanisau and Maureen Penjueli asked stakeholders to share their perceptions of IWDA's work in terms of effectiveness, relevance, practice of its feminist and decolonial values and to verify its strengths and weaknesses.

The findings confirmed that IWDA occupied a “unique and positive position of trust within Australia and the Majority World of Asia-Pacific region”. Respondents said they valued IWDA's core feminist values and practices, critical and timely analysis, and emerging decolonial approach that moves beyond shifts in language.

Partner organisations said they appreciated IWDA's partnership approach which involved financial support in tandem with technical and capacity strengthening support. One partner said they were surprised that IWDA would help them develop a human resource manual, a safeguarding policy and fund infrastructure development at their request, as this was unlike partnerships with other funders.

“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,” said one partner stakeholder.



Stakeholders highlighted IWDA's approach to relationships as a key strength.

"IWDA's long standing relationships, a form of social contract with partners, is built on deep knowledge of partners and context in which they operate in, demonstrating co-designing innovative partnerships which centre partners from the majority world of Asia and Pacific within the Australian and international context," said the report. "Partners in turn are mutually dependent on this relationship to open up access to other resource stakeholders; to shape and share spaces for partners to directly influence policy and decision making."

When asked about areas requiring further attention, some respondents expressed a need for IWDA to navigate when to step back to create more collaborative spaces and share power with others.

There were also perceptions of high staff turnover, particularly among coordinator-level partnership roles. Respondents shared reflections that trust-based relationships took time to develop, so they felt the loss when IWDA staff members left the organisation.

Overall, stakeholders rated IWDA high or very high for embodying feminist and decolonial values. One collaborating partner described this approach as "having a very central feminist agenda that everyone seemed very clear about, which is impressive."

IWDA extends its gratitude to all stakeholders who participated in the review.

Visit iwda.org.au/accountability to access IWDA's MEL reports and stakeholder reviews.



▲ IWDA'S CYNTHIA PATON FACILITATES
▲ A WORKSHOP WITH STAFF FROM
NAZARETH CENTRE FOR
REHABILITATION IN BOUGAINVILLE.
PHOTOS: OLIVIA LEACH

THANK YOU!

BEQUESTS

We are grateful to the supporters who have left a gift in their Will to IWDA. We are committed to bringing your legacy to life and feel deeply privileged that you chose IWDA. Thank you.

EMPOWER

Monthly donations through our regular giving program, Empower, are critical for our planning and ability to respond quickly to opportunities. We are extremely grateful to the supporters who contributed to IWDA through regular monthly giving.

▼
**IWDA STAFF AND FAMILY AT THE
2024 INTERNATIONAL WOMEN'S
DAY MARCH IN MELBOURNE.
PHOTO: DIANA HODGETTS**



MAJOR DONORS AND INSTITUTIONAL PARTNERS

We are incredibly appreciative of those individuals and organisations who have made a very significant financial contribution to IWDA in the past year, including:

Anne Miller

ANZ

The Arnold Foundation

Christine Brown

Isaacson Davis Foundation

Marianne Smulders

Naylor Stewart Foundation

Paterson Giving Account

Red Rocketship Foundation

WeirAnderson Foundation



IWDA IS SHAPED BY A WONDERFUL COMMUNITY OF SUPPORTERS, DONORS AND ALLIES. THANK YOU FOR MAKING PROGRESS POSSIBLE.

Thank you to the advisors and friends who contributed to IWDA's impact in 2023/24, including:

Aras Mollison and Emma Purdue, Lander & Rogers

Balanced Effect

Brian DeGregory, Jersey Initiatives

Chandni Dhingra

Collin Biggers & Paisley

Coolamon Creative

Deanne Weir

Design by Nature

Emily Wellard-Baring

Jo Kirk

Julie Ballangarry

Julie Reilly

Dr Kathomi Gatwiri

Kind Enterprises

Let's Talk About X

Lisa Keenan

MakeShift

Maria Paula Hernandez Ruiz

Nancy Nuñez, Groupwork Centre

Dr Orovu Sepoe

Peter Leslie

Radhika Nichlani

ResourceFULL Collective member - Pacific Feminist Fund

ResourceFULL Collective member - Urgent Action Fund, Asia & Pacific

Sarah Bailey

Shantelle Thompson

Simon Lewis

Team Blue Sky

Tim Werner

IWDA LEADERSHIP

Our Board



KRISTEN WALLWORK

Co-Chair

Appointed: May 2024

Special responsibilities: Ex-officio to all committees

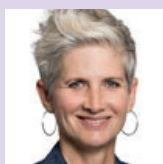


DR KAR MEI TANG

Co-Chair

Appointed: May 2024

Special responsibilities: Ex-officio to all committees



SHARON PARKER

Appointed: November 2022

Special responsibilities: Chair of Finance, Risk & Audit Committee and Chair of Investment Committee



IVY JOSIAH

Appointed: May 2021



CAROLYN IRELAND

Appointed: August 2016



TINAI COLWAI

Appointed: May 2021

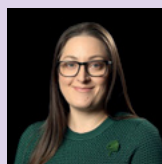
Special responsibilities: Chair of Governance Committee



SHEHANI NOAKES

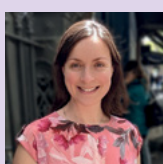
Appointed: May 2021

Special responsibilities: Member of Finance, Risk & Audit Committee and Investment Committee



CHANTELLE STRATFORD

Appointed: May 2024



SARAH BARKER

Appointed: March 2024

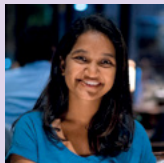
Special responsibilities: Company Secretary and member of Governance Committee

The Board of Directors is responsible for directing IWDA's activities towards achieving its vision and strategic goals. To find out more about our Board of Directors, including the deep and diverse skills they bring to IWDA, visit iwda.org.au/people

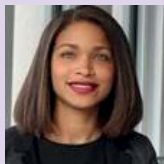
Outgoing Board Members



KERRY GARDNER AM
Former Co-Chair
Appointed: May 2021
Retired: June 2024



DR BETTY BARKHA
Former Co-Chair
Appointed: May 2021
Retired: May 2024



SUSAN WNUKOWSKA-MTONGA
Appointed: August 2021
Retired: August 2024



JANE NASH
Appointed: March 2019
Retired: May 2024

Our Executive Leadership Team



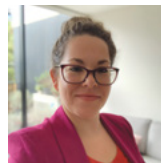
NAYOMI KANNANGARA
Chief Executive Officer



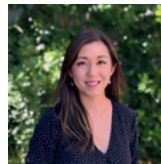
GEMMA HARDIE
Director, People, Finance
& Operations



TRACEY NEWBURY
Acting Director, Systemic Change
& Partnerships



JOANNA PRADELA
Director, Knowledge Translation
& Equality Insights



PHOEBE TAN
Director, Resource Growth
& Communications

We also acknowledge and thank outgoing members of the Executive Leadership Team for their lasting contributions to IWDA in 2023/24:

- Bettina Baldeschi (CEO)
- Nicky Kandiah (Chief Financial Officer)
- Dr Salmah Lawrence (Director, Systemic Change & Partnerships)
- Jacqui Rabel (Director, Business Transformation)

TRANSPARENCY, ACCOUNTABILITY & ACCREDITATION

IWDA remains committed to accountability and transparency in every aspect of our work.

We have full accreditation by the Australian Department of Foreign Affairs and Trade (DFAT), which ensures the Australian Government is funding professional and well-managed NGOs that can deliver quality outcomes and are accountable to their stakeholders. This accreditation gives IWDA access to the Australian NGO Cooperation Program (ANCP) and other DFAT-funded programs.

We are an active member of the Australian Council for International Development (ACFID) and a signatory to the ACFID Code of Conduct, upholding standards of transparency, accountability and integrity.

IWDA is also a member of the Fundraising Institute of Australia and is guided by its Code of Ethics and Professional Conduct. We hold all required licenses to fundraise in Australia.

We are committed to leading in feminist development practice, and ensuring our work is evidence-led.

Our key policies, including on disability inclusion, fraud and corruption, conflict of interest and privacy are available on our website www.iwda.org.au/accountability.

Requests for information can be made by any of the following methods:

Email: info@iwda.org.au

Phone: +61 3 8373 2500

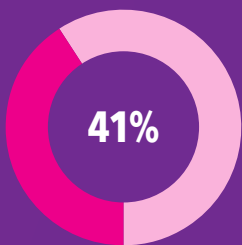
Mail: PO Box 64 Flinders Lane, VIC 8009 Australia



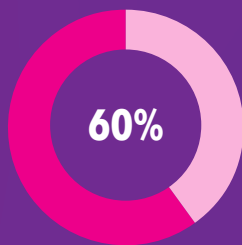
OUR STAFF

IWDA is committed to improving organisational enablers of diversity and inclusion at all levels of the organisation. This means we are focused not only on increasing the representation of diverse people within IWDA, but also ensuring it is a place where everybody feels safe, respected and valued for the experience and expertise they bring to their roles.

AS OF JUNE 2024:



of IWDA staff members identified as a Person of Colour



of Executive Leadership Team identified as a Person of Colour



ENVIRONMENTAL MANAGEMENT

IWDA is committed to supporting environmental sustainability and climate justice. IWDA's Environmental Management Policy outlines our approach to reducing our environmental impact and ecological footprint through the following measures:

- encouraging the responsible use of energy and water
- working towards zero waste to landfill by reducing consumption, reusing products and maximising recycling (including food waste and electronic waste)
- reducing paper consumption and using 100% recycled products whenever feasible
- minimising air travel and offsetting emissions in accordance with the IWDA Travel Policy
- ensuring that procurement of products and services consider sustainability principles, such as life cycle impacts

In the past 12 months, IWDA implemented the following initiatives to reduce our environmental impact and ecological footprint:

- offset 353 tonnes of emissions with Carbon Neutral, which supported the purchasing of improved cook stoves in Malawi
- on sold 20 used laptops that were no longer in their use period to staff
- donated six laptops to partner organisations and a further two to a school in Myanmar

FINANCIAL OVERVIEW

IWDA's strategy aims to ensure the ongoing viability and sustainability of IWDA, with diverse sources of funding, and targeted programs that expend funds efficiently. This helps us to leverage our unique position as Australia's leading feminist international development agency.

In FY24, IWDA was honoured to receive a generous bequest from one of our co-founders, Dr Ruth Pfanner. This extraordinary gift contributed to the strongest operating result in our organisation's history. Ruth's lasting generosity has enabled IWDA to navigate a challenging fiscal environment where increased demand for our work is outstripping the pace of budgetary support.

OPERATING RESULT

At the end of June 2024, IWDA realised an operating profit of \$2.6M, which was better than budget. Our reserves at the end of financial year improved and now sit at \$5.2M. Of this, \$3.7M is in our Special Purpose Reserve and is restricted to funding certain programs or projects in future years.

OUR INCOME

IWDA recognised income of \$17.5M this financial year. This is a \$3.7M increase in revenue, primarily due to growth in grant-funded programs and bequest revenue. Grant income continues to represent the majority of IWDA's revenue and totalled \$11.9M, or 68% of our income. The decreased grant income from the Department of Foreign Affairs and Trade (Australian Government) was largely offset by an increase in other grants, as the Department of Foreign Affairs and Trade has novated a number of programs to managing contractors.

OUR EXPENDITURE

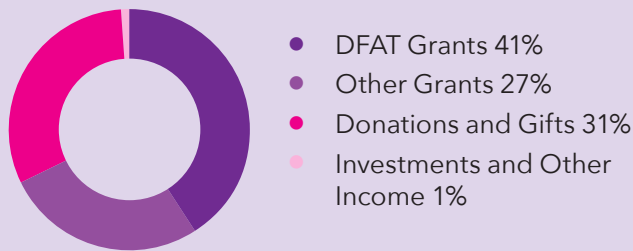
We continued to support IWDA program partners, with \$11.8M in funding to support international programs. IWDA was proud to distribute \$5.9M directly into the region and to IWDA partners, exceeding our commitment to distribute a minimum of \$4.5M in FY24. Overall expenditure increased by \$1.1M compared to the prior year, primarily due to increased direct funding to partner organisations and additional program support costs associated with managing a growing portfolio of grants. Administration costs increased \$0.3M compared with prior year, primarily due to additional staffing and wage inflation.

MOVING FORWARD

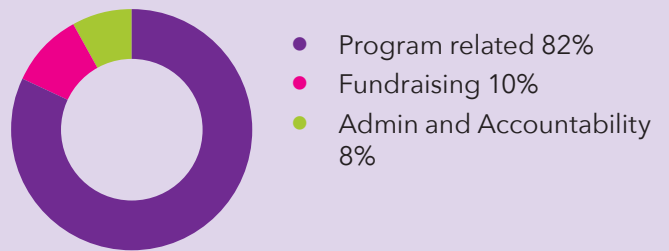
During the FY25 year, IWDA will develop its next Strategic Plan to support our work in 2026 and beyond. Alongside this, plans to explore future financial sustainability in a constrained environment will continue. IWDA has begun working with donors across sectors to advocate for stronger investment in indirect costs and overheads, which are often not covered fully by funders and limit core capabilities and lead to inefficiencies. We will continue to advocate for funding agreements that enable IWDA to be the most effective and impactful organisation we can be.

Both the funding environment and general economic environment remain challenging, but IWDA will leverage strong financial foundations to focus on income generation and new opportunities. IWDA's general reserves of \$1.5M enable us to operate strategically and invest in ourselves for the future. IWDA has demonstrated resilience and an ability to pivot and respond creatively and remains committed to resourcing diverse women's rights organisations and contributing to global feminist movements – advancing our vision of gender equality for all.

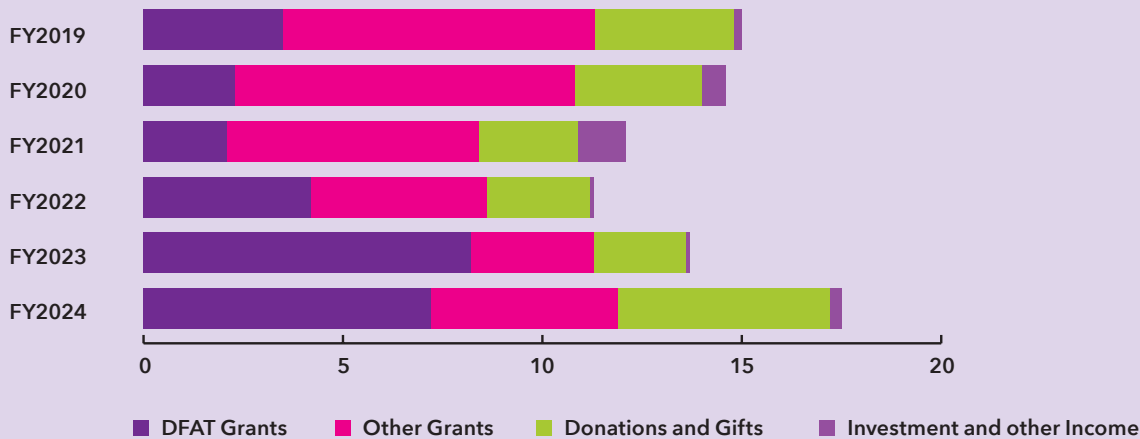
WHERE OUR SUPPORT COMES FROM



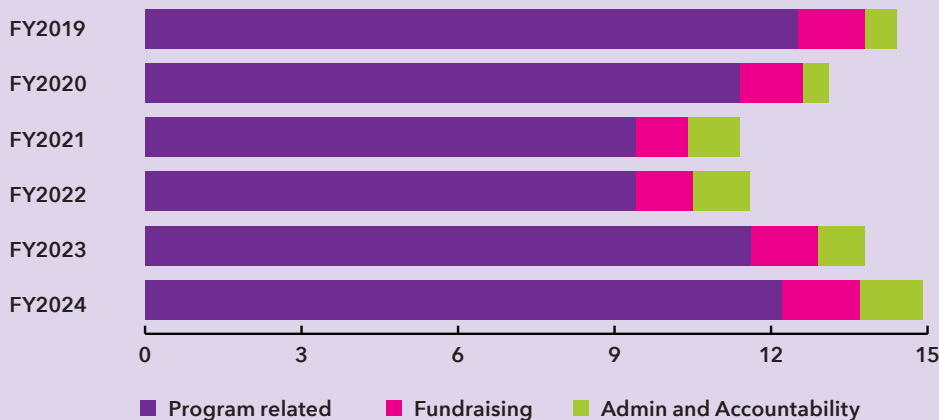
WHERE THE MONEY GOES



TREND FOR INCOME BY SOURCE (\$M)



TREND FOR EXPENDITURE BY SOURCE (\$M)



DFAT Grants: The Australian Government's aid program.

Other Grants: Bilateral (foreign governments) and other grants (i.e private sector or nongovernment sector).

Donations and Gifts: Contributions from the Australian public, trusts, foundations, bequests and distribution from the IWDA Foundation.

Investment and Other Income: Fundraising events, merchandise sales and interest earned.

Programs: Includes expenditure on long-term international development, community education, program design and implementation, training, program personnel research, policy, advocacy and improving program effectiveness.

Accountability and administration: Relates to the overall operational capability of IWDA, such as audit fees, admin personnel, ICT, finance and administration costs, insurance premiums and memberships to peak bodies.

Fundraising: Covers marketing, grant writing and communication costs to secure donations that fund our work.

FINANCIAL REPORT

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2024

IWDA	2024 \$	2023 \$
Revenue		
Donations and Gifts		
Monetary	2,370,857	2,289,596
Non-monetary	-	-
Legacies and bequests	2,978,801	33,660
Grants		
Department of Foreign Affairs and Trade	7,152,954	8,185,050
Other Australian	3,579,972	1,866,224
Other overseas	1,138,924	1,240,592
Investment income	133,879	66,788
Commercial Activities Income	-	-
Other income	125,680	53,264
Total Revenue	17,481,067	13,735,174
Expenditure		
International Aid and Development Programs Expenditure		
International programs		
Funds to International programs	(6,397,238)	(6,185,007)
Program support costs	(5,380,535)	(4,967,778)
Community Education	(451,586)	(461,340)
Fundraising costs	-	-
Public	(1,028,963)	(899,298)
Government, multilateral & private	(446,163)	(405,251)
Accountability and Administration	(1,186,370)	(880,087)
Non-Monetary Expenditure	-	-
Total International Aid and Development Programs Expenditure	(14,890,855)	(13,798,761)
Domestic Programs Expenditure	-	-
Commercial Activities Expenditure	-	-
Total Expenditure	(14,890,855)	(13,798,761)
Excess Revenue over Expenditure	2,590,212	(63,587)
Total comprehensive income for the year	2,590,212	(63,587)

During the financial year, the entity had no transactions in relation to international political or religious adherence promotion programs.

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2024

IWDA	2024 \$	2023 \$
Assets		
Current Assets		
Cash and cash equivalents	8,053,832	5,336,101
Trade and other receivables	861,887	582,344
Other current financial assets	1,038,377	2,047,290
Total Current Assets	9,954,096	7,965,735
Non-current Assets		
Property, plant and equipment	94,409	90,799
Right-of-use assets	247,833	377,138
Intangible assets	-	-
Financial assets	-	-
Other non-current financial assets	74,391	87,796
Total Non-current Assets	416,634	555,733
Total Assets	10,370,730	8,521,468
Liabilities		
Current Liabilities		
Trade and other payables	762,324	971,714
Current tax liabilities	292,900	249,721
Provisions	408,104	343,508
Lease Liabilities	130,075	118,470
Other financial liabilities	3,438,434	3,923,413
Total Current Liabilities	5,031,837	5,606,826
Non-current Liabilities		
Provisions	45,119	81,004
Lease Liabilities	129,745	259,820
Total Non-current Liabilities	174,863	340,824
Total Liabilities	5,206,700	5,947,650
Net Assets	5,164,030	2,573,818
Equity		
Reserves	3,668,760	1,325,158
Retained surplus	1,495,270	1,248,660
Total Equity	5,164,030	2,573,818

At the end of the financial year, IWDA had no balances in the Assets held for Sale, Other Financial Assets, Investment property or Borrowings categories.

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2024

IWDA	SPECIAL PURPOSE RESERVE \$	GENERAL RESERVE \$	RETAINED SURPLUS \$	TOTAL \$
As at 30 June 2022	1,113,289	-	1,524,116	2,637,405
Net surplus for the year	-	-	(63,587)	(63,587)
Transfer to (from) reserves	211,869	-	(211,869)	-
As at 30 June 2023	1,325,158	-	1,248,660	2,573,818
Net surplus for the year	-	-	2,590,212	2,590,212
Transfer to (from) reserves	2,343,602	-	(2,343,602)	-
As at 30 June 2024	3,668,760	-	1,495,270	5,164,030



Take the lead

INDEPENDENT AUDITOR'S REPORT

TO THE DIRECTORS OF INTERNATIONAL WOMEN'S DEVELOPMENT AGENCY AND CONTROLLED ENTITY

Opinion

In our opinion, the Code of Conduct Summary Financial Report derived from the audited financial report of International Women's Development Agency and controlled entity for the year ended 30 June 2024 is consistent, in all material respects, with that audited financial report, in accordance with the Australian Accounting Standards and the Australian Council for International Development Code of Conduct.

Report on the Code of Conduct Summary Financial Report

The accompanying Code of Conduct Summary Financial Report for the year ended 30 June 2024, which comprises the summarised Statement of Financial Position as at 30 June 2024, the summarised Statement of Comprehensive Income, and the summarised Statement of Changes in Equity for the year then ended, are derived from the audited financial report of International Women's Development Agency and controlled entity for the same year. We expressed an unmodified audit opinion on that financial report in our report dated 30 October 2024.

The Code of Conduct Summary Financial Report does not contain all the disclosures required by Australian Accounting Standards and therefore, reading the Code of Conduct Summary Financial Report is not a substitute for reading the audited financial report of International Women's Development Agency.

Responsibilities of the Directors Code of Conduct Summary Financial Report

The directors of the International Women's Development Agency are responsible for the preparation of the Code of Conduct Summary Financial Report and to ensure it is in accordance with Australian Accounting Standards and the Australian Council for International Development Code of Conduct.

Auditor's Responsibilities for the Audit of the Code of Conduct Summary Financial Report

Our responsibility is to express an opinion on Code of Conduct Summary Financial Report based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 Engagements to Report on Summary Financial Statements.

SW

SW Audit
Chartered Accountants

Hayley Underwood

Hayley Underwood
Partner Melbourne, 13 November 2024

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240 Queen Street
Brisbane QLD 4000
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88 Philip Street
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T + 61 2 8059 6800



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iwda@iwda.org.au
www.iwda.org.au

 internationalwomensdevelopmentagency
 @iwda
 iwdaorg
 International Women's Development Agency
(IWDA)

COVER PHOTOS

**LEFT: A PARTICIPANT OF GENDER AND
DEVELOPMENT FOR CAMBODIA'S
ECONOMIC EMPOWERMENT PROGRAM.
PHOTO: HARJONO DJOYIBISONO**

**CENTRE: LILLY BESOER AND CATHY
WAMIL, WOMEN'S RIGHTS ADVOCATES
FROM VOICE FOR CHANGE, PAPUA NEW
GUINEA AND MEMBERS OF WE RISE
COALITION. PHOTO: ALLAN STEPHEN**

**RIGHT: YASMINE AND ELSIE, WOMEN'S
RIGHTS ADVOCATES FROM SISTA IN
VANUATU AND MEMBERS OF WE RISE
COALITION. PHOTO: ALLAN STEPHEN**

