

IWDA STRATEGIC PLAN MONITORING, EVALUATION AND LEARNING REPORT 2017-2018

JANUARY 2019

Contents

.....	1
Acronym List	3
Executive Summary	4
Introduction and Methodology	6
Overview of IWDA MEL	6
2017-2018 MEL Report	6
Data sources, reflective opportunities and constraints	7
Strategic Question 1: To what extent have IWDA and our partner organisations made positive, negative, intended or unintended changes to gender equality and the rights of diverse women?	8
Sub-question 1.1: What intended and unintended changes have occurred in women’s individual conditions and people’s consciousness and capabilities towards gender equality?	8
Sub-question 1.2: What intended and unintended changes have occurred in formal rules, policies and resource allocations, and informal social norms and deep structure?	11
Strategic Question 2: To what extent have IWDA and our partner organisations’ successes contributed to progress towards Australian, regional and global commitments?	14
Australian commitments: IWDA Values – Feminist, Accountable, Collaborative and Transformative (FACT)	14
Australian commitments: DFAT’s Gender equality and women’s empowerment strategy	16
Regional commitments - Thirteenth Triennial Conference of Pacific Women and Sixth Meeting of Pacific Ministers for Women Recommendations and Outcomes	17
International commitments: CEDAW, CSW and SDGs	18
Question Three: To what extent has IWDA, our partner organisations, and the collective action coalitions we participate in and support, grown in strength and influence?	19
To what extent has IWDA, our partner organisations, and the collective action coalitions we participate in and support, grown in strength [organisational, membership and reputational]?	19
To what extent has IWDA, our partner organisations, and the collective action coalitions we participate in and support, grown in influence?	23
Strategic Question 4: To what extent have IWDA’s funding priorities supported our, and our partner organisations’, Strategic Goals and represented value for money?	25
Funding priorities	25
Value for Money	26
Strategic Question 5: To what extent did IWDA’s activities and programs deliver our Strategic Goals? ..	27
Assessment of progress towards Operational Plan.....	27
What were the barriers and enabling factors to IWDA’s delivery of our Strategic Goals?.....	28
Deep Dive // Systemic Change: Coalition and Movement Building, and Influencing	34
How does IWDA measure up against the imperative to support transformative and feminist norm, system and policy change?	34
How does IWDA measure up against the imperative to collaborate for success?	36
Quantitative Indicators	37

Acronym List

- ACFID:** Australia Council for International Development
- ALFeLa:** a legal centre for women in Timor-Leste
- ALP:** Australia Labor Party
- ANCP:** Australian NGO Cooperation Program
- ANU:** The Australian National University
- CEDAW:** Convention on the Elimination of all forms of Discrimination Against Women
- CSOs:** Civil Society Organisations
- CSW:** Convention on the Status of Women
- DFAT Post:** DFAT's in-country staff
- DFAT:** Department of Foreign Affairs and Trade
- DiVA:** Diverse Voices and Action for Equality Fiji (DiVA for Equality)
- FaBO:** Finance and Business Operations
- femLINKpacific (femLINK):** A feminist media and broadcasting organisation(IWDA partner in Fiji)
- FOCS:** Feminist Organisational Capacity Strengthening
- G@W:** Gender at Work framework
- GADC:** Gender and Development Cambodia (IWDA Partner Organisation)
- HLPF:** High Level Political Forum
- IDM:** Individual Deprivation Measure
- ODA:** Overseas Development Assistance
- OECD:** Organisation for Economic Co-operation and Development
- P&C:** People and Culture Team
- PSIDS:** Pacific/Small Island Developing States
- RDI:** Research Development Initiative
- RPA:** Research, Policy and Advocacy Team
- SET:** Strategic Engagements Team
- UNFPA:** United Nations Population Fund
- VAW:** Violence against women
- WAVE:** Women's Action for Voice and Empowerment
- WHRDs:** Women Human Rights Defenders
- WPS:** Women Peace and Security
- WRAM:** Women's Rights Action Movement (IWDA partner organisation in Solomon Islands)
- WV Myanmar:** World Vision Myanmar
- WVA:** World Vision Australia

IWDA was founded in 1985 to progress the rights of women and address their absence as beneficiaries of, and decision makers in, development. Our purpose was to prioritise partnership and respect for women's capacity, agency and human rights in all areas of development –priorities which remain at the core of our work today. Over our 30-year history, IWDA has worked with 194 program partners across 36 countries and territories. Today we focus our partnership work in countries across the Asia Pacific region and collaborate on research, advocacy and policy through national, regional and global platforms, and coalitions. Our work is evidence-informed and evidence informing. It seeks to promote changes in policy and practice towards gender equality and the full realisation of women's rights, and to empower women as agents of this change.

IWDA continues to respect and acknowledge the life cycle experiences of diverse women and girls. IWDA has always understood that women are not a homogenous group and that gender-based discrimination intersects with other sources of discrimination including race, ethnicity, ability, sexual orientation, gender identity, age, religion and sociocultural background, which can further limit access and deepen inequalities.

OUR VISION

Gender equality for all

OUR PURPOSE

To advance and protect the rights of diverse women and girls

OUR VALUES

Feminist - We respect women's diverse experiences, identities, knowledge and strengths and strive to empower women to realise their full and equal rights.

Accountable - We are honest and transparent and are committed to evaluating and communicating the outcomes of our work with integrity. We are accountable to our partners, our supporters and, most of all the diverse women we work with.

Collaborative - We build trusting relationships and strong partnerships as we believe that advancing together with women's rights organisations and networks is crucial for achieving progressive change.

Transformative - We are determined to make real, lasting improvements in women's lives by working to transform the root causes of gender inequality and holding governments and decision makers accountable.

Executive Summary

IWDA uses a monitoring, evaluation and learning framework for our Strategic Plan so that: our work can evolve to **integrate the successes and failures of our work**; we know **the impact of our work**; and we can track our progress towards achieving **individual and systemic change for women's rights and gender equality at national, regional and international levels**.

The 2017-2018 MEL Report draws on data collected by IWDA over the course of the 2017-2018 year, and on learning and reflection opportunities conducted among teams between August and November 2018. The IWDA MEL Report is framed around the MEL's Key Strategic Questions. The Key Strategic Questions guide governance and leadership consideration of our delivery of the Strategic Plan as they enable high-level analysis of our performance. IWDA takes a thematic approach to its annual MEL cycle (reflecting organisational resource constraints) and in 2017-2018 has focused on movement building, coalition building and influencing.

Strategic Question 1 asks about the extent of the positive and negative changes (both intended and unintended) in gender equality and the rights of diverse women across all four quadrants of the gender at work framework (G@W framework), in order to understand the impact of IWDA's work. Sub-question 1.1 explores informal changes on the individual and society; and sub-question 1.2 explores the formal changes. Overall, it is clear that in many areas of IWDA's work we are utilising strategies and achieving impact across multiple (and in some cases all) quadrants of the G@W framework. Key changes have been achieved in thematic areas such as young women's leadership, challenging harmful gender norms, promoting an enabling family environment for women and girls, and movement building for increased collective voice and action.

In programs work across Goals 1, 2 & 3, change was achieved at the individual consciousness and capabilities level in terms of increased leadership skills for formal, elected roles and informal leadership in their family, workplace and community; empowerment to articulate and claim their individual rights; and the

knowledge and confidence to advocate for the rights of diverse women and girls. These increases to the skills and confidence of individuals were primarily achieved through training and peer-based learning, with a focus on holistic programming and support to promote practical behaviour change and opportunities, to support women within their leadership roles, and to mitigate the risk of backlash to women's changing roles.

IWDA's work in the formal/individual space clearly demonstrates the importance of working across the G@W framework to translate changes in norms and attitudes into tangible outcomes, and increased knowledge and confidence into action. This was most clearly demonstrated through the IDM's work to increase awareness of inequality in order to change outcomes for women; through Programs/RPA work to increase women's confidence and skills to ensure that they are in a position to improve access to and control over resources within their households and broader communities. A critical area of change was the positive changes to women's enabling environment, such as changes in attitudes and behaviours of male partners and family members. This had positive effects on women's access to and control over resources, including access to training, services, and opportunities; decision-making regarding household and community resources; and ability to perform leadership roles.

A key component of IWDA's work to challenge social norms is movement building and strengthening of women's rights organisations. This work increases the capacity to create change at the scale and depth required to have an impact on deep structures, while simultaneously using positive shifts in the formal policy space to influence views and attitudes to women's rights, and increase women's individual and collective voices. Given the difficulty of measuring social norms change - which is long-term, often generational change - IWDA provides examples of individual behaviour change which challenge harmful, dominant social norms, and provides evidence of output results necessary to achieve our desired impacts.

Changes in formal and systemic rules and policies across all areas of IWDA's work draw on a theory of change connecting all quadrants of the G@W framework. This is best articulated through the key enabling factors highlighted in the WAVE political leadership thematic strategy: supporting women's movements to advocate for effective policy and legislative change around electoral systems and political party policies (Q4); tapping into deep local networks of women's rights organisations to improve community perceptions of women in leadership (Q3) and to identify potential women candidates and link them to political parties (Q2); leveraging the extensive experience of women's rights organisations in running women's leadership programming to mobilise quickly to support the campaigns of women candidates and build their profile in the community (Q3); and supporting women's rights organisations to provide elected women with research, profile building and connection to constituencies (Q1). Research conducted through the Women's Leadership Pathways Research and the Perceptions of Women's Leadership Research supports this work and will inform future advocacy efforts.

Strategic Question 2 asks about the extent to which IWDA and our partner organisations' successes have contributed to progress towards Australian, regional and global commitments. IWDA and the partner organisations we work with have contributed towards progress across the Australian, regional and international commitments. Decisions directing resources to support collective action, relationship strengthening, capacity building, influencing work, and innovation in the development and refinement of feminist tools were key contributors in reported successes.

Strategic Question 3 examines growth in strength and influence. IWDA, our partner organisations, and the collective action coalitions we participate in have demonstrated growth in strength and influence during the period. Within IWDA, resourcing allocations and staff expertise have contributed to improvements in a series of organisational systems and policies which have driven organisational strengthening, although challenges remain. A range of capacity building activities supported partners' organisational strength, in areas such as finance, monitoring, evaluation and advocacy. The influence of IWDA, our partner organisations, and the collective action coalitions we participate in, also grew over the year in national, regional and international settings. Resourcing decisions to enable collective action, relationship building and expert and data driven policy and programmatic interventions supported growth.

Strategic Question 4 interrogates the extent to which IWDA's funding priorities have supported our, and our partner organisations', Strategic Goals and represented value for money. IWDA's funding priorities are currently skewed to tied funding in **Goal 1 (women's leadership)** and **Goal 4 (systemic change: IDM)**,

and with untied funding to **Goal 5 (ensure organisational sustainability and accountability)**. IWDA has partnership agreements in place with twenty-two women's rights organisations/civil society organisations with an interest in gender equality in Cambodia, Fiji, Myanmar, PNG, Solomon Islands, and Timor-Leste, and with the Australian National University (development of the IDM). The majority of our partners have additional funding sources that support their work, but 15 partners are entirely or highly dependent on IWDA funding. IWDA demonstrated value for money through the development of innovative feminist approaches. Our approach interrogated gender norms and power in programmatic and systemic change contexts, as well as innovation in convening and collective action work focused on the achievement of gender equality.

Strategic Question 5 asks about the extent to which IWDA's activities and programs deliver our Strategic Goals. Overall, progress against the operational plan was relatively strong with 67% of key deliverables completed or on track; 26% experiencing some issues at the end of the financial year, and 7% off track. (2017: 77% were on track). Across the goals, key enabling factors to IWDA's delivery of our Strategic Goals included resourcing decisions which have supported the development of tools and guidance, relationship building, holistic approaches to thematic focuses, collective action and collaboration. Barriers have included the closing civil society space, including a gendered hostile environment for feminist change work, resourcing limitations, and questions of succession and organisational growing pains.

IWDA's work on systemic change drives the achievement of the organisation's vision of *gender equality for all* and the purpose to *advance and protect the human rights of diverse women and girls*. The 2017-2018 report presents a deep dive into IWDA's work on systemic change. The analysis is presented against the findings of a literature review into the best practice for an INGO in the context of feminist systemic change. IWDA's practices show a strong alignment with best practice in systemic change, with opportunities to deepen our approach in some areas.

Introduction and Methodology

Overview of IWDA MEL

IWDA uses a monitoring, evaluation and learning framework for our Strategic Plan so that our work can evolve to **integrate the successes and failures of our work**; we know **the impact of our work**; and we can track our progress towards achieving **individual and systemic change for women's rights and gender equality at national, regional and international levels**. Our Monitoring, Evaluation and Learning (MEL) Framework is an iterative process. As our best thinking evolves so too will our MEL. IWDA's MEL sets out Strategic Questions and Evaluative Questions which help us to explore the **impact, relevance, sustainability, efficiency and effectiveness** of our work (See Annex One). The questions draw on the OECD DAC aid effectiveness criteria and key DFAT M&E tools. On a goal-by-goal basis it sets out a series of quantitative and qualitative indicators against the IWDA Strategic Plan.

2017-2018 MEL Report

The 2017-2018 MEL Report draws on data collected by IWDA over the course of the 2017-2018 year, and on learning and reflection opportunities conducted among teams between August and November 2018. The IWDA MEL Report is framed around the MEL Framework's Key Strategic Questions. The Key Strategic Questions guide *governance* and leadership consideration of our delivery of the Strategic Plan as they enable high-level analysis of our performance. IWDA takes a thematic approach to its annual MEL cycle (reflecting organisational resource constraints) and in 2017-2018 has focused on movement building, coalition building and influencing.

Data sources, reflective opportunities and constraints

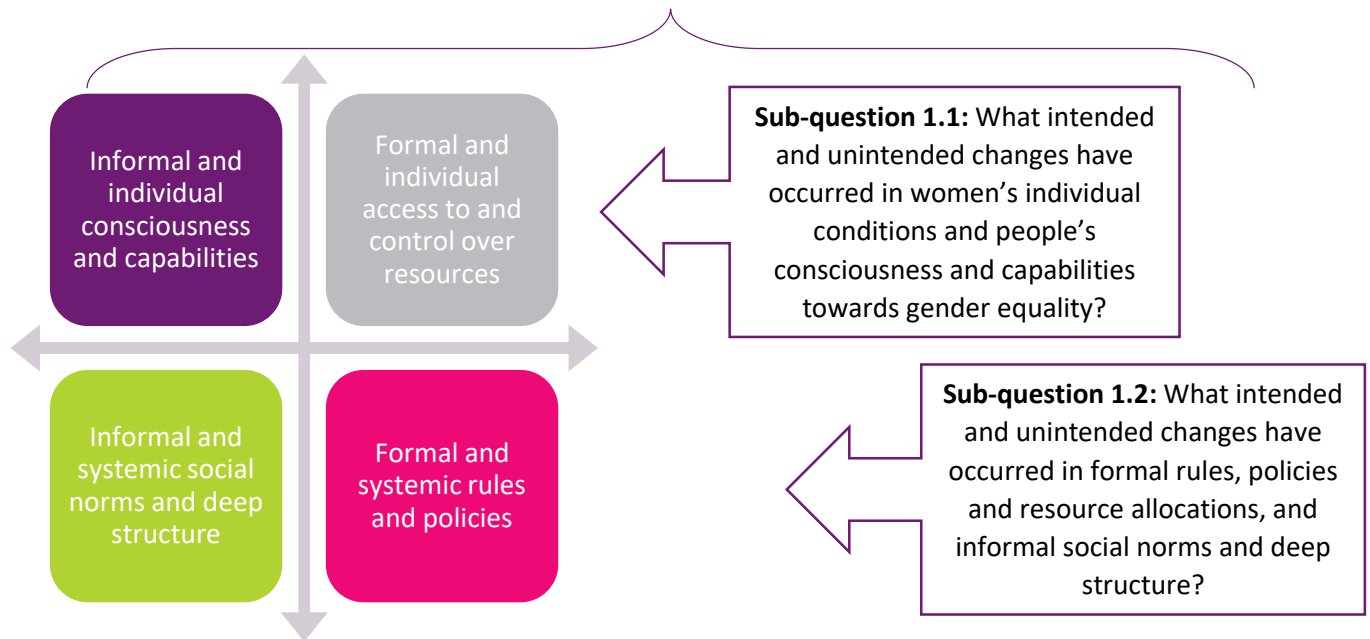
Data has been drawn from internal and external evaluations (only available for Programs), along with internal data collection and team-based reflective opportunities. The Programs Team have had the greatest opportunity to engage in formal reflective practices (See Annex Two). For the remaining teams, 2017-2018 has been a capacity-building year, with efforts made to collect evidence over the course of the year, and to consider the different data sets available. The ability of teams to conduct reflective processes has been variously affected by staff turnover/parental leave during the year (particularly affecting RPA, FaBO and SET) and unscheduled workload pressures (particularly affecting IDM and FaBO). Additionally, while the Board adopted the MEL in August 2017, the leadership transition impacted IWDA's capacity to implement the MEL Framework.

IWDA used the data and reflection process to produce an internal Team and Organisational Results and Learning Report (TORLR), representing a whole-of-organisation approach to implementation of the MEL. The TORLR brought together team-based data on IWDA qualitative and quantitative indicators, and used the MEL Evaluative Questions as the framework for presenting team reflection and learnings. The MEL Team (RPA and Senior Manager Program Quality) analysed the TORLR in a series of workshops, discerning key themes and learnings for the organisation.

Key constraints to this monitoring, evaluation and learning process include the resource allocations to MEL within IWDA. In addition, no additional resources have been made available to teams to allocate time to skill development, the practice of gathering data, quality assurance of the data, or to take time to reflect on, and synthesise, the impact of the activities over the course of the year. Collated quantitative data was of mixed quality due to several factors: the ability of partners to gather and collate quantitative data varies greatly, as does the quality of IWDA indicators; competing organisational priorities within IWDA and our partners; level of experience of IWDA staff in data collection; limited attention to detail in presentation of data; limited time for detailed quality assurance; and changes to data collection during the data collection period due to staff turnover. Staff turnover specifically resulted in different interpretations of monitoring, evaluation and learning frameworks and mapping to relevant Strategic Plan indicators. A significant constraint in identifying negative impacts and barriers is the reliance on data drawn from donor-facing and accountability reporting in the development of the MEL Report.

Programs Team noted a limited take-up of the sub-evaluative questions in evaluative and reflective processes; similarly, there was limited uptake of the influence-tracking mechanism; and there is no systematic process for assessing cost-effectiveness. Going forward, capacity building activities will be formalised (though not until the second half of the 2018-2019 financial year) to focus on data collection and building of evidence bases. Greater attention will be given to providing teams with support to engage in more regularly scheduled reflection opportunities, and data will be quality assured by line managers prior to consolidation.

Strategic Question 1: To what extent have IWDA and our partner organisations made positive, negative, intended or unintended changes to gender equality and the rights of diverse women?



Strategic Question 1 asks about the extent of the positive and negative changes (both intended and unintended) in gender equality and the rights of diverse women across all four quadrants of the gender at work framework, in order to understand the impact of IWDA's work. Sub-question 1.1 explores informal changes on the individual and society; and sub-question 1.2 explores the formal changes. Overall, it is clear that in many areas of IWDA's work we are utilising strategies and achieving impact across multiple (and in some cases all) quadrants of the G@W framework. Key changes were achieved in thematic areas such as young women's leadership, challenging harmful gender norms, promoting an enabling family environment for women and girls, and movement building for increased collective voice and action.

Sub-question 1.1: What intended and unintended changes have occurred in women's individual conditions and people's consciousness and capabilities towards gender equality?

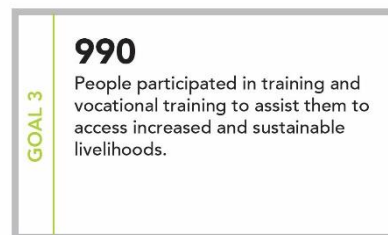
Quadrant 1: Informal and individual consciousness and capabilities

In programs work across Goals 1, 2 & 3, change was achieved at the individual consciousness and capabilities level in terms of increased leadership skills for formal, elected roles and informal leadership in their family, workplace and community; empowerment to articulate and claim their individual rights; and the knowledge and confidence to advocate for the rights of diverse women and girls. These increases to the skills and confidence of individuals were primarily achieved through training and peer-based learning, with a focus on holistic programming and support to promote practical behaviour change and opportunities, to support women within their leadership roles, and to mitigate the risk of backlash to women's changing roles.

In the area of **women's leadership (Goal 1)**, this was delivered through electoral and leadership training with key changes in their ability to engage with and advocate to their community and electorate; capacity to advocate to power-holders; and confidence to act as role models and champions of women's rights. A key example was the successful pilot of a mentoring program for female parliamentarians in Myanmar. The evaluation report demonstrates improvements in mentees' public speaking and confidence to engage in political debates, increased knowledge and insights into political strategies such as continuous campaigning and how to engage their electorate on women's issues, and increased connections to the women's movement and roles as active supporters of gender equality. This has also facilitated change across quadrants in terms of change in **formal and systemic rules and policies**, via the creation of the

Myanmar CEDAW Alliance of women MPs and efforts for progressive policy reform such as the amended Prevention of Violence against Women (PoVAW) Bill.

Similarly, under **women's economic empowerment (Goal 3)**, changes to individuals' consciousness and capabilities were achieved through training, with key changes to women's livelihood and leadership skills, including financial literacy, life skills, collective 'savings club' management and administration, and household and community decision-making. For example, in Solomon Islands, WARA members were supported via training to establish, maintain and grow small businesses, which resulted in a majority of WARA members no longer relying on external forces to meet health and education needs, and improving the quality of housing and access to power. Demonstrating the interconnectedness of work across IWDA's strategic goals, WARA members reported increased confidence to speak their mind and step into positions of leadership and responsibility at the family and community level, and increased knowledge and awareness in other areas, such as gender based violence and women's rights. An unintended project change under Goal 3 in terms of individual consciousness occurred under WARA supported Savings Clubs, with the House of Chiefs agreeing to the appointment of two women representatives to each of the three Councils.



Under **women's safety and security (Goal 2)** activities achieved increased understanding of human rights, structural protections within their community and country context, roles and responsibilities of duty-bearers, and available gender based violence response and referral services. Programming increased the ability of women and girls to be actively involved in decision-making to address their identified safety and security concerns and to act as advocates for diverse women and girls in their communities. For example, the monthly meetings conducted by femLINK through WE RISE increased women's ability to identify and address security issues. During these monthly meetings, femLINK provided advocacy guidance, support, and information. Some specific changes that have occurred include increased accessibility of infrastructure, improved water access, and improved measures for safety including lighting in community centres. One core group member was also approved as a candidate in the national election. In Solomon Islands, to address the lack of gender based violence response services available to rural women and girls, FSC increased the capacity of community 'first responder' volunteers (committee members) by formalising protocols and policies, such as child protection, increasing understanding of committee member roles and responsibilities, and establishing stakeholder networks with key referral agencies. Committee members reported that changes to their understanding of referral agencies and increased stakeholder networks made them feel more supported in their communities and safer in conducting their work.

Across goals, a sub-theme emerged around individual consciousness change amongst young women, demonstrating a growing evidence base for IWDA's work in this area. For example, changes in the capacity of **young women leaders (Goal 1)** were achieved through dedicated forums and workshops (such as a Young Women's Forum in Fiji, a Young Women's Leadership Campaign in Bougainville, a trip of six IWDA program partners to Australia, and a three-week Emerging Women's Leadership Training in Myanmar (SWAN)). These activities brought young leaders together to engage with their peers, gain practical skills and learn about issues relevant to their context, thereby increasing their leadership skills and confidence. Change was also demonstrated in terms of young women's knowledge, skills and confidence to voice **safety and security (Goal 2)** concerns and be involved in decision-making to address these concerns. This was achieved primarily through training: for example, the ANCP-funded GIRLS program implemented by FWRM demonstrated that 80% of participants have increased confidence and are now empowering their peers to speak out in schools and at home on their safety and security. The program had additional benefits in terms of **women's leadership (Goal 1)** with several participants taking on leadership positions in their school community. The program utilised a variety of mechanisms including creative performances, and engaged students, parents and caregivers.

Quadrant 2: Formal and individual access to and control over resources

IWDA's work in the formal/individual space clearly demonstrates the importance of working across the G@W framework to translate changes in norms and attitudes into tangible outcomes, and increased knowledge and confidence into action. This was most clearly demonstrated through the IDM's work to increase awareness of inequality, as well as through Programs/RPA work to increase women's access to and control over resources within their households and broader communities. Positive changes to the enabling environment for women, particularly in attitude and behaviour changes of male partners and family members, was demonstrated to be a critical area of change which impacted women's access to and control over resources, including access to training, services, and opportunities; decision-making regarding household and community resources; and ability to perform leadership roles. Positive changes to women's enabling environments occurred through changing male partner and other family members' attitudes and behaviour, which in turn increased women's access to and control over household and community resources. This notably occurred in women's ability to participate in training, access services and opportunities.

The continued refinement of the IDM facilitated a focus on the dimensions associated with voice, family planning, work, time use, violence, and measurement of assets, which have an impact on women's control (or perception of control) over individual and collective economic resources. The IDM Fiji study measured deprivation at the individual intra-household level. This generated new insights on voice, work, time use and assets, the interaction between gendered roles and responsibilities and access to services (energy/fuel, water and sanitation), and the extent to which women in the study sample have control over individual and collective resources. Additionally, adjustments made to the survey tool and administration for the IDM Nepal Study strengthened the capacity of the IDM to capture information about women's control over individual and collective economic resources, including collecting information about assets at the household and individual level.

Programs team work on **women's leadership (Goal 1)** included facilitating new leadership and networking opportunities for women, such as internships in Timor-Leste and Cambodia, networking opportunities in Fiji and Solomon Islands, increased peer support in Timor-Leste, and mentoring in Myanmar. These practical opportunities meant that women were in a position to facilitate change in terms of formal and individual access to and control over resources, for both themselves and for other women. These opportunities significantly increased women's individual and collective voices, with training and opportunities to participate in national-level forums on women's rights issues; increased capacity to advocate for their rights in the workplace, community, and family; and women's increased participation in political systems via voter education. For example, the United Sisterhood (Cambodia) undertook work to promote leadership skills, confidence and activism within their target communities, which resulted in women garment workers successfully negotiating resolutions to three industrial disputes. This represents the way in which women's increased skills and confidence allow them to take advantage of opportunities to create change in the formal sphere.

A similar dynamic occurred in work on **women's economic empowerment (Goal 3)**, whereby increases in women's individual conditions required, and promoted, behaviour change of men and challenged harmful social norms. Key changes for women included: increased access to livelihood training and markets for their products (Timor-Leste, CCC); increased access to legal advice, training and counselling for sex workers and garment workers (Cambodia, United Sisterhood); increased ability to make informed choices about their land and make significant contribution to six community development plans that address the needs of women and young people (PNG, WBCA);

and increased access to loans (Solomon Islands,

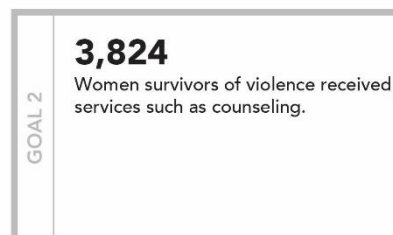
WARA). The connection between goals was also evident: for example, women's economic empowerment programming in Solomon Islands was shown to challenge perceptions of women's leadership and capacities, and to be an effective avenue for women's leadership as it supported women to be role models and leaders in their communities, and leverage this to pursue formal leadership opportunities. Women's leadership and decision-making within the household was also

"If women's economic empowerment means 'to enable women to participate in, contribute to and benefit from growth processes that recognises the value of their contributions, respect their dignity and improve the quality of life for women, men, children, families and communities,' then the Revolving Loan Fund has certainly played a big part in doing that."—
External review of Solomon Islands economic program

GOAL 3	<p>865 Women increased their access to financial services.</p>
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increased, for example, through GADC’s work in Cambodia with couples using a Gender Road Map methodology to change the power dynamic of couples within the home. GADC will begin a new project focused on building women’s financial literacy and business development skills will begin in 2018-2019. This project will also include training for women’s male partners.

Under **women’s safety & security (Goal 2)**, key results were achieved in terms of increased access to services (such as counselling and legal support) and increased resourcing to prevent and respond to gender based violence. In 2017-18, IWDA programming supported services to over 3800 women, including approximately 500 young women in PNG, Myanmar, Cambodia, Timor-Leste and Solomon Islands. A synthesis analysis of the ANCP Safety and Security service delivery projects in PNG, Myanmar and Cambodia found that these projects are providing essential services to women and girls subjected to violence, in the absence of such services from government agencies. Several partners also successfully secured additional resourcing for safety and security priorities. In Solomon Islands, for example, FSC conducted advocacy that resulted in successfully securing a permanent building to support service delivery, and in PNG, EHFV secured the donation of community land to build a safe space for survivors of gender-based violence and verbal commitment for 2019 government sourced funding.

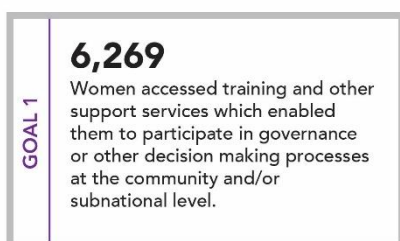


Sub-question 1.2: What intended and unintended changes have occurred in formal rules, policies and resource allocations, and informal social norms and deep structure?

Quadrant 3: Informal and systemic social norms and deep structure

A key component of IWDA’s work to challenge inequitable social norms is our movement building and strengthening of women’s rights organisations. This work increases the capacity to create change at the scale and depth required to have an impact on deep structures, while simultaneously using positive shifts in the formal policy space to influence views and attitudes to women’s rights, and increase women’s individual and collective voices. Given the difficulty of measuring social norms change—which is long-term, often generational change – IWDA provides examples of individual behaviour change which challenge harmful, dominant social norms, and provides evidence of output results necessary to achieve our desired impacts.

In work on **women’s leadership (Goal 1)**, evidence of social norms change was demonstrated through the changes in attitude and behaviour of male partners, family members and male leaders. In Cambodia and PNG, for example, women leaders and young women leaders respectively have experienced increased family support as male partners and family members are engaged on issues of gender equality. In Solomon Islands, change was seen in the form of increased recognition of women’s and men’s equal capacity for and right to participation and representation in leadership and decision making, demonstrated by male leaders in Chiefly structures which resulted in two female representatives being invited to join the Councils and



Houses of Chiefs in Malaita Province. In Fiji, voter education materials were developed and distributed and gender equality advertisements were developed to promote an enabling environment for women’s leadership in the lead up to the election. Women human rights defenders were better able to understand and utilise the Constitution of Fiji in their advocacy and community outreach activities as part of the effort to influence public perceptions of female leadership at the societal level. FemLINK developed written and radio materials, including comics, while DiVA conducted awareness raising through their International Day Against Homophobia, Transphobia and Biphobia activities.

Under **Goal 2: women’s safety and security**, awareness raising and gender equality trainings, conducted by partners and WHRDs, contributed to social norm change. Again, this included a focus on male partners and family members at the individual level, as a mechanism to affect changes in social norms more broadly, in addition to broad awareness-raising and direct community engagement. For example, in Cambodia, GADC’s Cambodia Men’s Network developed local male advocates to facilitate peer networks and champion positive masculinity and respect for women and women’s leadership. In the 2017-18 period, six men’s dialogues were provided to 24 men participants, who are the spouses of women elected leaders. After the sessions, 82% of men reported that they accepted they should be sharing domestic housework with their spouses. Meanwhile, Bantaey Srei worked with women and men in communities to increase their understanding of gender-based violence and harmful gender norms, especially violence against women with disabilities. 120 members of the Good Men’s Groups and 114 members of the Women Happy Groups in 30 target communities were engaged. In the Solomon Islands, 2,694 community members were reached through ANCP funded awareness sessions on violence against women, contributing to prevention strategies and including male leaders in communities signing pledges to end gender based violence.

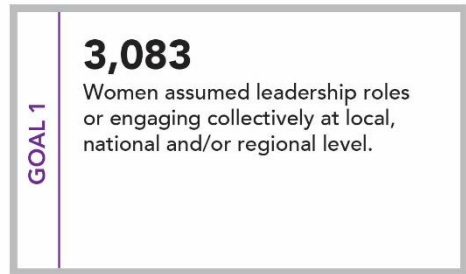


In the **women’s economic empowerment (Goal 3)** space, the focus has been on building an evidence base through research to influence attitudes, as well as formal and systemic rules and policies. Research and programming in Cambodia on sexual harassment and working conditions in the garment industry has provided an evidence-base from which women workers have successfully demanded better working conditions, wages and recognition. Drawing on past research on Melanesian understandings of gender and economy, an external review of the effectiveness of IWDA’s ‘Monitoring Gender and Economy in Melanesian Communities: Resources for NGOs, government and researchers in Melanesia’ Toolkit found that ‘a common thread drawing users to the resource kit was the need for simple, participatory, visual and easily adaptable tools that open conversations on critical gender issues at community level.’ The tools were found to promote community conversations on issues such as women’s and men’s roles, power in communities, and valuing of labour. Behaviour change indicative of progress towards more equitable gender norms was demonstrated in PNG, where EHFV reported increased community understanding of women’s rights and gender equality, despite the challenges posed in terms of peer pressure, traditional norms and culture. Reported changes included: ten couples working together to grow food; six women able to budget, sell produce at markets, and save money for school fees; one couple stopped gambling and built a trade store; and men reported that they had started to share domestic work (traditionally women’s responsibility) within their families. This is doubly beneficial as it is role modelling this more balanced distribution of work for their sons.

Quadrant 4: Formal and systemic rules and policies

Changes in formal and systemic rules and policies across all areas of IWDA’s work draw on a theory of change connecting all quadrants of the G@W framework. The WAVE political leadership thematic strategy best articulates the key enabling factors for political empowerment in line with IWDA and partners’ goals: supporting women’s movements to advocate for effective policy and legislative change around electoral systems and political party policies (Q4); tapping into deep local networks of women’s rights organisations to improve community perceptions of women in leadership (Q3) and to identify potential women candidates and link them to political parties (Q2); leveraging the extensive experience of women’s rights organisations in running women’s leadership programming to mobilise quickly to support the campaigns of women candidates and build their profile in the community (Q3); and supporting women’s rights organisations to provide elected women with research, profile building and connection to constituencies (Q1). Research undertaken as part of Women’s Leadership Pathways Research and the Perceptions of Women’s Leadership Research, supports this on-going work, and will inform future advocacy efforts.

IWDA's WAVE program has achieved considerable results in achieving systemic change in the area of **women's leadership (Goal 1)** by supporting a vital, visible and vocal women's movement, and ensuring power holders and institutions are responsive to and accountable for women's rights and status. Movement building initiatives are helping to establish and strengthen the foundations of solidarity, trust and understanding amongst diverse actors so that when opportunities arise or threats emerge, actors can move swiftly to coordinate collective action for structural change. In Solomon Islands, for example, WAVE partner Women's Rights Action Movement (WRAM) led a number of important advocacy and movement building initiatives to progress structural reform,



including a commitment by duty bearers to pass legislation to create Temporary Special Measures (TSM) for women's leadership in the country's Western Provincial Government. In late 2017, WRAM convened the second National Women's Forum, bringing together over 70 rural and urban participants. Key outcomes of the forum included assessing progress and challenging the inaugural Forum Outcome Statement recommendations across 12 key themes of issues affecting women and girls in the Solomon Islands; and the development of a Joint Advocacy Action Strategy facilitated by IWDA.

Influence towards national, regional and international structural reform has been demonstrated by IWDA's WAVE and We Rise Programs in areas such as national policy and implementation, and by supporting diverse voices and perspectives via global mechanisms such as the Commission on the Status of Women and CEDAW (as well as broader IWDA engagement in these forums, see Strategic Question 2). Additionally, increased capacity for influence towards national structural change were demonstrated in terms of increased commitments to, and ability to engage in, advocacy and joint advocacy at the national level. For example, IWDA supported capacity building using its Advocacy Planning Tool with individual partners such as Ta'ang Women's Organisation in Myanmar and Voice for Change in PNG to develop advocacy plans for their organisations, as well as at joint partner workshops in PNG and Solomon Islands in January and February 2018 respectively.

Change to formal and systemic rules and policies under **Goal 2: women's safety and security** was demonstrated in advocacy to government on formal policies and legislation, and working with duty bearers to ensure the implementation of their responsibilities. For example, in Myanmar, WAVE partner Akhaya has played a key role in advocating for amendments to the Prevention of Violence against Women (PoVAW) Bill to ensure its compliance with CEDAW, including a broad definition of rape. In driving advocacy efforts for the Bill's amendment, Akhaya Women leveraged its role as the Co-Chair of the Government Technical Working Group on Violence Against Women (VAW) to coordinate inputs from the broader women's movement, including WAVE partner WLB. In Fiji, DiVA for Equality was invited to deliver training to Officers from Naboro Maximum Security Corrections Centre, building upon their previous implementation of human rights training for members of the Fiji police force. The training included information on LGBTQI rights, universal human rights and legal protections, and also worked to build motivation and ability to confront discrimination and negative stereotypes of LGBTQI people (thereby also having an impact on **systemic social norms and deep structures** and **informal and individual consciousness and capabilities**).

Significant work was also undertaken via the IDM to create change in formal and systemic rules and policies, particularly across **women's safety and security (Goal 2)** and **women's economic empowerment (Goal 3)**. As the IDM is seeking to change how poverty is measured it can be seen as part of the formal, institutional change quadrant; it will not of itself change things for individuals, but rather, reveal the situation of individuals and social groups. Increased recognition and interest from influential players in the data and gender data space, including the kNOwVAWdata program,¹ UNFPA, and a statement delivered on behalf of the Women's Major Group at the UN's High Level Political Forum demonstrated the capacity of IDM to influence formal rules and policies. Additionally, considerable attention was focused on building the profile of the IDM and the issues it is addressing as part of the long-term sustainability plan for the tool, via a dedicated website and social media presence.

Key results were achieved in the formal, systemic quadrant through RPA-led work. IWDA's contribution to the Australian Coalition for Women, Peace and Security, included policy submissions, organising and

¹ Melbourne University, UNFPA Asia and Pacific, funded by the Australian Government, with a focus on increasing capacity for VAW data collection by governments in the region

chairing dialogues and consultations between civil society and government (including a session on WPS at the 13th Triennial Conference of Pacific Women), and managing the Coalition’s online presence. IWDA’s work with the Coalition enabled IWDA to be positioned as a leader in the WPS field in Australia; as a result, IWDA was the only Australian civil society organisation invited to participate as a delegate at the ASEAN-Australia WPS Dialogue. IWDA was invited by the ALP to host a roundtable on feminist foreign policy as part of the ALP’s community consultations on gender equality policy. This resulted in on-going dialogue with key advisors, and the reflection of IWDA key messages in speeches delivered by Shadow Ministers around International Women’s Day. This was a key demonstration of IWDA’s ability to influence Australian duty bearers. Further, Pacific Women asked IWDA to tender for the initial Literature Review for the project, putting forward a bid that supported early career researchers in the Pacific. The Literature Review provided the groundwork for a broader research into the legal enabling environment to secure young women’s access to abortion in the Pacific.

Strategic Question 2: To what extent have IWDA and our partner organisations’ successes contributed to progress towards Australian, regional and global commitments?

Strategic Question 2 asks about the extent to which IWDA and our partner organisations’ successes have contributed to progress towards Australian, regional and global commitments. IWDA and the partner organisations we work with have contributed towards progress across the Australian, regional and international commitments. Decisions directing resources to support collective action, relationship strengthening, capacity building, influencing work, and innovation in the development and refinement of feminist tools were key contributors in reported successes.

The 2017-2018 MEL Report will focus on the following commitments:



Australian commitments: IWDA Values – Feminist, Accountable, Collaborative and Transformative (FACT)

IWDA has worked to strengthen our implementation of the organisation’s values, and to work with partners as they develop their feminist practices. Positive impacts have been achieved across the five goals. Given the available evidence, the following MEL Report will provide examples of achieving change in each of the four G@W quadrants of **informal and individual consciousness and capabilities**, **individual access to and control over resources**, and **formal and systemic rules and policies** and **informal and systemic social norms and deep structure** with a focus on our work on **women’s leadership (Goal 1)** and **organisational sustainability and accountability (Goal 5)**.

Significant evidence of organisational changes in alignment with IWDA’s values in **formal and systemic rules and policies** have been demonstrated in 2017-18, particularly through the WAVE Program, under the **women’s leadership (Goal 1)** work. Key progress was in developing and implementing values-driven

ways of working, both internally and in IWDA's support to partners. For example, IWDA has worked with international consultants to develop a suite of Feminist Organisational Capacity Strengthening (FOCS) Modules, a package of organisational capacity strengthening modules that bring a feminist lens to the Five Capabilities Model (5Cs) and support partners to engage in a deep process of organisational self-reflection and analysis (**Feminist**). The Feminist Organisational Capacity Strengthening (FOCS) Modules have been developed and piloted to date by several partner organisations. In Timor-Leste, IWDA and ALFeLa, piloted a psychosocial support project for ALFeLa staff in 2018, to ensure that ALFeLa staff - who provide legal and social support to victims of gender based violence – are adequately supported so that they are able to personally and professionally deal with the unique stressors of their work. Cambodia partner Amara was the first WAVE partner to test the module on Feminist Approach to Resource Mobilisation, with positive feedback on the value of preparing a 'pitch' identifying why funding Amara was important. RPA also led a process to develop the Feminist Research Framework, under the **organisational sustainability and accountability (Goal 5)** work which supports IWDA's accountability to our partners, and our partner's accountability to the communities they support (**Accountable**). The Framework sets out IWDA's approach to feminist research, and establishes a practical approach to ethical, feminist research rooted in the collection of data from women, for women. IWDA has established an Internal Advisory Group to ensure that any research commissioned by IWDA, independent of a university partner, meets high ethical standards. The Framework is based on the ACFID/RDI Network Guidelines and IWDA's organisational values. It takes an innovative approach to risk management within the context of research, adapting the International Standard on Risk Management to the research context. The Framework was distributed to WAVE partners, members of the Pacific Women Advisory Group on Research, and has been downloaded 80 times from the website. RPA has supported the development of the organisation's technical capacity through six-monthly briefings on the Framework, and the operation of the Advisory Group. Other formal and systemic change examples reflecting IWDA's values include the design and delivery of participatory advocacy planning tools (**Collaborative**) and the commencement of guidance to promote sustainable, quality work on key thematic areas, such as the WAVE Sub-thematic strategies on women's leadership, and movement building (**Transformative**).

Changes to IWDA staff and partner **informal and individual consciousness and capabilities** was demonstrated in increased financial, advocacy, and monitoring and evaluation skills. For example, FaBO undertook significant capacity building work, through **women's leadership (Goal 1)** funding from WAVE and We Rise Coalition, to work with partners as they strengthen their financial accountability. IWDA's Finance Coordinator visited WRAM, WARA, FSC and CCC in the Solomon Islands; BWF, Voice4Change, EHFV and WBCF in PNG; and IWDA's Director of Finance and Business Operations visited Fiji.² In each location, an organisationally specific approach is taken, often adjusting while in-country to respond to issues arising, and to ensure that the training builds from existing knowledge bases and plugs knowledge gaps. FaBO is working to develop indicators for the capacity building work of Partners, under **organisational sustainability and accountability (Goal 5)**, IWDA has significantly strengthened its monitoring, evaluation and learning capacity, and worked with partners as they have developed their capacity. The IWDA Board adopted an organisational MEL Framework in August 2017, RPA have led the implementation of the IWDA MEL, collaborating with the Senior Program Quality Manager. A cross-team working group was established to support the process, and new tools have been developed across the organisation and within teams to facilitate strengthening of the MEL. The RPA Team and Senior Program Quality Manager have collaborated to analyse organisational data, facilitate organisational learning opportunities, and prepare the MEL reporting for the organisation. Monthly organisational inductions into MEL were and are held for new staff. Additional monitoring, evaluation and learning resources and processes established by IWDA in 2017-18 include the Evaluation Management Response process, a Guidance Note on Monitoring of Development Activities, and a pictorial approach to developing and understanding monitoring, evaluation and learning frameworks.

Improving IWDA's organisational culture, or **informal and systemic social norms and deep structure**, has been an explicit priority in 2017-18 of the CEO and Executive under **organisational sustainability and accountability (Goal 5)**. While further work is required, key activities to increase the satisfaction levels reported in 2017 (57% agree or strongly agree that they are satisfied with the culture of IWDA) have begun. Notably, this includes the adaptation of the FOCS organisational development assessment process for a

² There were no visits to Cambodia, Myanmar, or Timor in 2017-18.

2018-19 whole-of-organisation, People and Culture-led Away Day, team restructures, and supporting new resources and systems to address work load challenges (further information included at Strategic Questions 4 & 5).

At an organisational level, **individual access to and control over resources** was interpreted in terms of funding allocations and generation. There were several key successes for IWDA and partners: effective piloting of new programming, such as the MP mentoring program in Myanmar, donor recognition of the quality of IWDA's programmatic and financial reports, and important progress in generating new grants at the organisational level (see Strategic Question 4). It should be noted that IWDA has not been successful in generating new funding in WASH, the relevance of which will be explored via the Strategic Plan mid-term review. The above successes are qualified by the recognition that while IWDA has a strong reputation in Australia, it is less known internationally—this is an issue that will be explored in upcoming work on IWDA's unique value proposition.

Australian commitments: DFAT's Gender equality and women's empowerment strategy

The DFAT *Gender equality and women's empowerment strategy* establishes three priority areas of work (enhancing women's voice in decision making, leadership and peace-building; promoting women's economic empowerment; and ending violence against women and girls). IWDA and our partners contribute to the achievement of the DFAT priority areas through the funding of our ANCP work (which supports seven partners primarily in **safety and security (goal 2)** and **women's economic empowerment (goal 3)**, the DFAT funding of IDM, *Do No Harm*, and *We Rise*. The work of IWDA and our partners in relation to the three priority areas of work are outlined in Strategic Question One.

The DFAT *Gender equality and women's empowerment strategy* is underpinned by four commitments: to mainstream gender in foreign policy, trade and economic investments, Australia's development program, and DFAT's own organisational practices. Our work in 2018-2018 sought to contribute to **systemic change (Goal 4)** in these areas. Four examples provide evidence of IWDA's contribution to the realisation of Australian commitments: advocacy to strengthen gender equality outcomes in overseas development assistance and the increase funding of women's rights organisations; the development of the IDM; and gender equality in foreign policy.

IWDA worked collaboratively with colleagues to influence DFAT's approach to **formal and individual access to and control over resources** through work on funding gender equality in the Australian development program, and the funding of women's rights organisations specifically. IWDA facilitated a unified position on steps to increase funding of, and accountability for, gender equality in ODA, with a particular focus on the funding of women's rights organisations. In addition to forming the basis of our own advocacy work with DFAT, the Government and the ALP, this was incorporated into ACFID's Budget Submission 2018-2019. IWDA coordinated an IWDA, ACFID and CARE analysis of the budget and Performance of Australian Aid Report *Gender equality, development, defence and the Australian Government Budget 2018-2019, (Incorporating an analysis of Gender equality targets and the Performance of Australian Aid Report 2016-2017)* and a DevPol blog. The DevPol blog had 1,197 page views, and the IWDA blog has 319 page views (compared to 54 in 2017 and 10 in 2016, a 490% increase in page views from FY16-17 to FY17-18). The DevPol blog was also included in the Australian Foreign Affairs Weekly Round-Up, expanding the reach of the only gender analysis of the aid budget offered by the sector. IWDA was also approached to contribute to a *Broad Agenda* analysis of overseas development assistance and gender equality in the federal budget. The IWDA/ACFID/CARE team also used the analysis as the basis of the ODA chapter of the National Foundation for Australian Women Gender Budget Analysis, which received media coverage in *The Guardian* and *The Conversation*. We used our analysis in advocacy with the Government, the ALP and Greens, to support our calls for both performance and expenditure targets for gender equality in ODA, and increased funding for WROs. See Question Three for a discussion of the impact of this work.

IWDA continued to collaborate with the Australian National University in the development of the IDM, contributing change in the **formal and individual access to and control over resources** quadrant of the G@W framework. The IDM enables the Australian Government to meet commitments made through in the *Gender equality and empowerment framework*, alongside the SDG Framework, most particularly to close the gender data gap. Throughout the year, the IDM teams at IWDA and ANU continued to work on the

refinement of the Measure, including the dimensions associated with voice, family planning, work, time use, and violence, and measurement of assets, which have an impact on women's control or perception of control over individual and collective economic resources.

In collaboration with the ANU, IWDA and DiVA undertook considerable preparation to develop an IDM LGBTQI study in Fiji in order to test the IDM's ability to measure gender disparity linked to sexual orientation and gender identity. The study also planned to explore gender sensitivity beyond a binary construction of gender and the extent to which the IDM captures the particular deprivations experienced by people identifying as part of a sexual and gender minority. Due to political and capacity constraints it was agreed that the study would progress as originally planned. While this was a setback, it demonstrated the relevance of the IDM in addressing global gender data gaps, and the potential of IDM data to contribute insights about the intersection of sexual orientation and gender identity and other factors, and the implications for multidimensional deprivation.

During the year, IWDA released the report *Exploring Multidimensional Poverty in Fiji: Findings from a Study Using the Individual Deprivation Measure* on the IDM Fiji Study undertaken with the Fiji Bureau of Statistics (July 2017). The IDM Fiji Study contributes findings and learnings from the first full analysis of data generated by this new measure. The process of analysis was essentially one of revealing and discovering the power of the IDM, and the challenges of effectively presenting the very large quantity of data generated by the IDM. The study also identified areas of uncertainty, and the need for further conceptual and technical work, drawing on data from a wider range of contexts. The IDM Fiji study generated new insights on voice, work, time use and assets, the interaction between gendered roles and responsibilities and access to services (energy/fuel, water and sanitation) and the extent to which women in the study sample have control over individual and collective resources by measuring deprivation at the individual level within households. The Fiji work contributed insights to inform the current IDM Program, which continues to build on this work. Learnings through the current IDM Program also informed the final outputs of the IDM Fiji study. Similarly, the IDM Team were able to learn from the application and use of the survey tool in the IDM Nepal Study, which strengthened the capacity of the IDM to capture information about women's control over individual and collective economic resources, including collecting information about assets at the household and individual level. Finally, the IWDA IDM team confirmed its intention to work with WVA and WV Myanmar on an IDM study in Myanmar which will include testing the IDM's use as a tool for capturing multidimensional deprivation in conflict adjacent and impacted areas and to inform the programming of a civil society organisation. While data will not be collected until FY2018-19, the threshold decision regarding study focus ensured that the IDM program will support testing of the IDM utility and value for civil society, in a country context where data and findings are directly relevant to IWDA programming and priorities, and will broaden IWDA profile and engagement in Myanmar. More generally, the IDM study in Myanmar will provide data that can inform new understanding of contexts impacted by conflict and advocacy and priorities relevant to advancing human security.

IWDA also sought to achieve **systemic change (Goal 4)** and **formal and systemic rules and policies** by influencing the Australian Government's approach to gender equality in foreign policy through the Foreign Policy White Paper, released in September 2017. IWDA submitted a comprehensive paper to the consultative process (in the previous financial year), with the primary objective of ensuring that promotion of gender equality was integrated into Australia's foreign policy. In a significant win for the issue, the Foreign Policy White Paper recognised the critical role of gender equality as a driving factor towards global prosperity, stability and security and named gender equality as one of Australia's national values, central to our foreign policy. Informal feedback to IWDA spoke to the value of the submission, and its constructive impact in the Department's consideration of gender equality.

Regional commitments - Thirteenth Triennial Conference of Pacific Women and Sixth Meeting of Pacific Ministers for Women Recommendations and Outcomes

Through the work of the We Rise Coalition, IWDA contributed to the regional advancement of gender equality at the Thirteenth Triennial Conference of Pacific Women and the Sixth Meeting of Pacific Ministers. The We Rise Coalition played a key role in influencing the negotiations (achieving change in **formal and systemic rules and policies**), by supporting and funding the largest delegation of civil society participants at the conference. The delegation included 33 diverse women's human rights activists from across nine Pacific Island countries, including all IWDA partners in Fiji, two from PNG and one from Solomon Islands. In

preparation for the negotiations, individual delegates engaged in capacity building, supporting the development of **informal and individual consciousness and capabilities**. IWDA together with our partners in the We Rise Coalition were key stakeholders driving Pacific feminist advocacy throughout the conference, and saw a number of key advocacy asks integrated into the Recommendations and Outcomes document.

The Recommendations and Outcomes document adopted at Triennial included a proposal to adopt temporary special measures to increase women's participation in political representation. The WAVE Our Voice campaign supports the realisation of this recommendation in Pacific partner countries. The campaign is intended to increase public awareness of the benefits of women's leadership in decision making at local levels across all WAVE countries (**informal and systemic social norms and deep structure**); to increase duty bearer support for the use of temporary special measures in the process of increasing women's leadership in decision making at local levels across all WAVE countries; and to increase cross-partner collaboration to support local and national advocacy actions by WAVE partners related to women's leadership at local levels between 2018-2020 (**formal and systemic rules and policies**). The first phase of the joint advocacy campaign, centred on building campaign identity and solidarity across campaign partners, commenced in September 2017 and saw the 'Our Voice' campaign launch on International Women's Day. This advocacy campaign is focussed on increasing the representation and effective participation of women, with a broad commitment to gender equality and women's rights, in decision-making at local levels across Asia and the Pacific. Twenty-two partners took part in Our Voice Actions on International Women's Day (IWD), including 16 WAVE partners, in a range of actions that had the additional impact of strengthening collaboration and movement building among WAVE partners.

International commitments: CEDAW, CSW and SDGs

In 2017-18 IWDA has worked with partners to drive **systemic change (Goal 4)** by supporting engagement with international mechanisms for change and accountability to **formal and systemic rules and policies**, such as CEDAW, CSW, and SDGs.

Regional duty bearers are increasingly engaging Coalition partners for support in the lead up to regional and global forums, and are influenced through global and regional mechanisms by the We Rise Coalition, in collaboration with other Pacific women's human rights groups and civil society partners. For example, the CSO CEDAW Parallel report and CEDAW Committee recommendations has seen an increase in the Fiji Government's openness to engagement with CSOs and women's human rights groups. We Rise partners represented the NGO Coalition for CEDAW at the 5th CEDAW review process for Fiji in February and presented responses prepared with the NGO Coalition on CEDAW, DiVA for Equality and Haus of Khameleon. IWDA Partners also facilitated joint processes, such as planning workshops and coordination processes, to contribute to current and future CEDAW Shadow Reporting in Cambodia (submitted Nov 2017), Solomon Islands, Myanmar and Timor-Leste. IWDA supported capacity for future influence on international and global mechanisms through the development of an online learning page. This hidden page on IWDA's website and includes learning resources and useful tools for partners to learn more about CEDAW reporting processes. This page also included examples of shadow reports from WAVE partners and the CEDAW country reporting schedule for all WAVE countries.

The long-term, consistent engagement with Pacific duty bearers enabled much greater coordination and ability to influence during CSW62. IWDA and partners actively contributed to CSW 62, most particularly through a We Rise delegation and the participation of WLB and VfC. The We Rise Coalition navigated processes of shared and independent advocacy, and worked collaboratively to support the sponsored participants to engage in a variety of events. For example, in recognition of a lack of visibility and coordination of Pacific representation at the 61st Commission on the Status of Women (CSW61), the We Rise Coalition facilitated Pacific Small Island Developing States (PSIDS) preparation for CSW62 through a preparatory session held in October 2017 and an ongoing informal Google Group. This group had over 85 participants from PSIDS governments, women's rights organisations, civil society organisations (CSOs), Council of Regional Organisations in the Pacific (CROP) agencies and donors, and enabled greater sharing and coordination of Pacific voices at CSW62. Australian Ambassador for Women and Girls, Dr Sharman Stone also commented on the positive inputs of Pacific representatives at CSW62, stating that "they were an active and informed force who operated effectively to have their voices heard." Coalition partners

worked individually and collectively to ensure agreed language from the 13th Triennial was included in Pacific states input into the Agreed Outcomes. DiVA for Equality initiated an informal dialogue on gender and climate change between PSIDS governments and PSIDS CSOs during CSW62.

This proactive approach to engaging with PSIDS governments, both formally and informally, demonstrates an improved coordination of PSIDS government and CSO engagement in CSW as the outcome of years of building relationships and influence with key regional stakeholders. IWDA leveraged knowledge of UN mechanisms and processes to support the We Rise Coalition to develop advocacy tools directed at the CSW – specifically the Statement to the CSW and Agreed Conclusion advocacy tools targeting Pacific Island countries. IWDA also participated in the broader feminist collective voice at CSW, and leveraged from NY-based activists who have relationships with UN Mission staff. In turn, IWDA and local NGOs facilitated relationships with capital delegates, most particularly PNG, Fiji and Australia.

IWDA has focused on strengthening Australia's implementation of the SDGs through ongoing work on the IDM and through our advocacy and communications work. Australia's first *Report on the Implementation of the Sustainable Development Goals* included a case-study on the IDM. The IDM was also included in the Sustainable Development Goals Acceleration Toolkit, an online compendium of tools, developed by the UN Development Group to support implementation of the SDGs. The Australian Government co-hosted a Side Event at the High-Level Political Forum at the UN in July 2017, highlighting the purpose of the IDM to overcome a range of issues with current approaches to poverty measurement and its developing capacity to close gender data gaps and contribute to an adequate evidence base to achieve the 2030 Agenda. In addition, in May 2018 the IDM team joined the Steering Committee of the UN Women Flagship Initiative *Making Every Woman and Girl Count*, which includes representation from relevant related initiatives and UN Women donors. Domestically, IWDA sought to influence the approach to implementing the SDGs. IWDA was invited to attend the Australian Sustainable Development Goals Summit, and engaged with the Australian political process by developing or contributing to submissions to the SDG Inquiry (due to report in 2019). IWDA's participation in the submission process followed four streams: we developed our own submission; we contributed content to Coalitions (The Australian WPS Coalition and the ICSRHR); we contributed a gender analysis to the ACFID submission; and provided gender equality briefing notes to peers in the sector. We also developed a successful blog series on the SDGs, the content of which performed well.

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

IWDA, our partner organisations, and the collective action coalitions we participate in have demonstrated growth in strength and influence during the period. Within IWDA, resourcing allocations and staff expertise have contributed to improvements in a series of organisational systems and policies that have driven organisational strengthening, although challenges remain (see Question 5 for further insights). A range of capacity building activities strengthened partner organisations. The influence of IWDA, our partner organisations, and the collective action coalitions we participate in, also grew over the year in national, regional and international settings. Resourcing decisions to enable collective action, relationship building and expert and data driven policy and programmatic interventions supported growth.

To what extent has IWDA, our partner organisations, and the collective action coalitions we participate in and support, grown in strength [organisational, membership and reputational]?

Organisational Strength

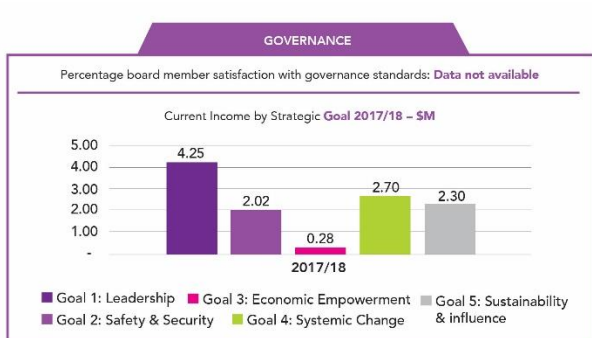
IWDA's organisational strength grew over the period, strengthening some systems and policies. IWDA adopted a comprehensive Gender Violence in the Workplace Policy, strengthening the IWDA's institutional responses to staff members who may experience violence in their relationships. IWDA adopted the Strategic Plan MEL Framework, providing a whole-of-organisation approach to MEL for the first time in the organisation's history. The Feminist Research Framework has established an ethics framework for

research conducted outside of a university partnership, strengthening the organisation’s capacity to reflect on the ethical dimensions of research, from a specifically feminist perspective. The IDM continues to

provide new opportunities for IWDA to strengthen the organisation’s technical capacity. Recognising the limits of existing team capacity for IT knowledge and project management, an IT Project Manager was recruited to manage the tendering for an integrated IDM technology system and oversee its implementation. IDM has also transitioned to an open-source statistical program, R, for data analysis and visualisation, supporting sustainability. IWDA is working to strengthen the integration of the IDM lessons into other parts of the organisation.

ORGANISATIONAL SUSTAINABILITY	
20.2% donor attrition rate	
19.8% donor acquisition rate	
1.2% donor reactivation rates	
Percentage awareness rates: No data collected in 2017-2018	
Number of community/audience members converted to donations: Data not available	
Income Plan indicators: To be reported from 2018-2019	

IWDA’s **financial strength** grew during the period. The implementation of the Netsuite package has strengthened financial reporting and accountability, with the auditors commending the straightforward documentation processes. Further work is required to realise the full potential of Netsuite, and to evaluate its implementation to date. IWDA’s audit was unqualified, and as previously noted, the auditors commended the documentation supported by the implementation of Netsuite. The Income Plan was endorsed by the Board in February 2018, paving the way for the release of a significant investment in to the organisation’s financial sustainability. IWDA’s total income grew by 8% to \$11.5M, further strengthening our year-on-year growth since 2010/11. IWDA distributed 43% of the total expense of the organisation to partners (2017: 42%). Grant income continues to represent the majority of revenue. It grew by 9%, to \$9.32M, or 81% of our income.



ACCOUNTABILITY AND TRANSPARENCY	
IWDA’s audit report was unqualified	
83% of partner audit reports were unqualified	
Overall recovery cost gap – organisational and team: 59%	
Infrastructure investment: \$38,000	
43% of the total expenses distributed to Partners	

In 2017-2018 IWDA entered into new funding agreements, to the value of \$5,567,899, to support work under Goal 2 (Safety and Security) and Goal 1 (women’s leadership), which aligned with both IWDA and relevant partner strategic priorities. Donations from the public also grew over this period by 7%. During the year, the Strategic Engagement Team took three fundraising campaigns to market: the Spring Appeal, the IWD campaign and the EOFY Campaign. The campaigns reached their income generation targets. Staff turnover inhibited deeper analysis of the results. IWDA’s donor attrition rates performed more strongly in this period (20.15%) in comparison to 2017 (25%). Donor acquisition rates dropped from 35% in the prior year, to 19.7% in this period; likewise, reactivation rates were lower (1.15% compared to 6%). This is not anticipated to be a long-term trend, more a reflection of staffing levels within the team during the period. IWDA invested \$38,000 in infrastructure during the period, capturing expenditure on non-current assets/fixed assets. This is the first year we have reported data on this. We will track this category to review whether we need to report on the quality of the assets.

IWDA’s **people and culture** experienced challenges during the year. The organisation experienced a high staff turnover, with a year-on-year staff retention of 51% (2017: 70%). The incoming CEO identified strengthening organisational culture as a priority and has been taking steps to address the underlying causes. A

preliminary Brown Bag provided staff with the opportunity to

Spend \$33k Budget \$72k	/	0.002%	Learning and development spend against total IWDA budget
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explore approaches for the 2018-2019 period. The IWDA Staff Survey for the period reported that 89% of staff agreed or strongly agreed that IWDA has a safe work environment (2017: 88%). IWDA continues to recruit a highly qualified workforce, which brings tremendous depth to the organisation’s work. IWDA engaged in a comprehensive discussion on its gendered employment practices and successfully applied for a continuation of an Equal Employment Opportunity exemption (see discussion in Question 5). A diversity audit of the organisation was conducted, although implementation of activities to address the findings has been delayed due to staff turnover (both within the team and within the organisation – with the resultant recruitment demands affecting P&C capacity to focus on non-recruitment components of team workload).

IWDA supported **partner and collective action coalition (We Rise) organisational strength** through a range of capacity building activities. IWDA provided technical capacity building workshops, visits, exchanges and desk-based support to support partner capacity and programmatic quality. Financial capacity building activities have been undertaken with WAVE and We Rise partners, which has resulted in stronger audit results (see Question Five, Goal Five for further discussion). In addition, governance and strategic planning processes were supported, as were some human resources training and support was provided. Thematic technical capacity building was offered on issues such as disability inclusion, violence against women responses, and gender analysis.

The WAVE RELF highlights the importance of strengthening IWDA and partner capacity in research, evidence and learning. WAVE research activities, including the Women’s Leadership Pathways research, Perceptions of Women’s Leadership research, WAVE baselines and the WAVE mid-term reflection, have explicitly included capacity building components supported by both IWDA staff and consultant teams. These activities are already supporting and informing partner’s programming. For example, in designing and undertaking their annual health survey in Ta’ang communities, TWO (Myanmar) drew on the strengthened research skills to produce higher quality research on the key issues facing Ta’ang women. Similarly, in Timor-Leste, capacity building undertaken through the WAVE baseline evaluation process contributed to Alola developing and presenting a paper at the Timor-Leste Studies Association Conference in Dili. The presentation focused on the capacity building approach employed as part of the WAVE baseline research, with Alola making use of this strategic opportunity to advocate for more women leading research on and for women in Timor-Leste.

Co-funded by WAVE and the ANCP program, IWDA delivered in-country monitoring, evaluation and learning technical capacity building in September 2017 through workshops conducted in Solomon Islands with West ‘Are ‘Are Rokotanikeni Association, Women’s Rights Action Movement, Christian Care Centre and Family Support Centre. Partners co-developed new monitoring, evaluation and learning tools for upcoming activities, and IWDA piloted a new small group activity, ‘Growing our Tree of Change’, to develop a pictorial representation of a logistical framework and corresponding monitoring, evaluation and learning

tools. Participants reported increased familiarity with their logistical frameworks and monitoring, evaluation and learning plans, increased knowledge of key concepts and tools, and increased confidence to apply tools in their roles.

Member growth

IWDA does not have “**members**” per say, but engages with supporters through communications and fundraising channels. A

major contribution of SET during the year was the redevelopment of the IWDA website. The website relaunch ensured that the content aligned with the 2016-2020 Strategic Plan, including updated the imagery and language, and sharpened the focus on the work of partners. The website also strengthened



cross-platform connections, enabling the creation of Facebook audiences from website visits, targeted content, User journeys across platforms and increased engagement opportunities. In the first quarter, the refresh drove a 40% increase in

pages per view/overall pages visited, however this dropped off as staffing challenges arose. IWDA's audience size in the period was 285,941 (2017: 2,577,424). Discrepancies between the figures are associated with further refinement of the metrics, to provide greater transparency into "unique page visits" (someone visits the page and engages with the content) as opposed to a social media "impression" (someone hovers over IWDA's Facebook content but doesn't engage with it further).



Reputational growth

IWDA's reputation grew in strength over the course of the year, as evidenced by donor satisfaction with the quality of programming and reporting and requests for IWDA's participation in limited tenders or direct invitations to apply for funding (ie, Solomon Islands DFAT funding for violence against women work). IWDA has increased social media traction, most particularly demonstrated by the IDM Team. To make the IDM accessible to a wider audience, a series of foundational videos were developed. This supported engagement by a range of stakeholders in global discussions on poverty measurement and gender data. The first animation was released via Twitter during the 72nd session of the United Nations General Assembly in September 2017. Former UNDP head and New Zealand Prime Minister Helen Clark retweeted the IDM animation shortly after its release, supporting visibility. Social media continues to be a key channel for supporting and amplifying IDM messages and content. Over 20 new gifs and static images were developed in 2017-18 to support engagement on IDM key messages. Over the first half of the year, 319,134 people viewed tweets from the IDM Twitter account (@IDMdata).

IWDA also engaged in successful representation of our work in more formal conference and intergovernmental forums. The IDM Team (IWDA and ANU) have leveraged national (AAC and RDI Network Conference), regional (Indonesian Development Forum and the Gender and Labour Markets in Asia forum), and international opportunities (UN and Washington Group on Disability Statistics) to strengthen the profile of the IDM. For example, at the UN High Level Political Forum in July 2017, the IDM was showcased at the Australian Government sponsored side event 'Closing the gender data gap: measuring poverty, disability and multidimensional deprivation'. IDM joined panellists from the Washington Group on Disability Statistics Secretariat, UNFPA's kNOwVAWdata initiative, and UN Women. There was strong interest in the issues discussed by the panel from a standing room only audience of around 70 people. The panel supported and demonstrated the growing profile of the IDM and increasing engagement with global influencers and potential users of the measure. The Sustainable Development Goals Acceleration Toolkit, an online compendium of tools, which includes the IDM, developed by the UN Development Group to support implementation of the SDGs, was also launched at the HLPF.

Closer to home, IWDA convened a well-attended and well regarded session at the 2017 ACFID Conference, focused on working with men on the prevention of violence. The session featured IWDA partners from the Solomon Islands, a specialist from the University of Western Sydney and representatives from Oxfam Australia (highlighting joint work in the Solomon Islands). Additional work throughout the year contributed to IWDA's reputation as a systemic change specialist, for example, analytical work on Australia's budget and foreign policy, an ongoing blog series on the SDGs, and the Development of the *Feminist Research Framework*. IWDA also hosted a series of sector events, welcoming global experts from the UN Working Group on Discrimination Against Women in Law and Practice, speakers from the Fiji Women's Rights Movement and the Vanuatu Women's Centre, researchers from La Trobe and RMIT to present on *Being the First*, and the Chair of the Pacific Women Advisory Group on Research.

Reputational growth was further demonstrated through the review and refinement of the IDM tool. IWDA and ANU have engaged with global technical experts (subject matter experts and sampling and index

construction specialists), alongside an international peer review process. Dialogue and feedback have been critical to a rigorous, iterative process of identifying the most critical elements of each dimension that highlight the extent of deprivation, and, where appropriate, its gendered nature. The process has expanded IWDA's reputation across the subject-matter of the IDM dimensions.

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

IWDA

IWDA's influence has strengthened during the year. IWDA has worked to advance feminist analysis of foreign policy and overseas development assistance in our influencing work with elected officials, representatives of DFAT, and with colleagues in the sector. In our work to increase our influence, we have used a variety of mechanisms: sector convenings such as the Feminist Foreign Policy Roundtable and Funding of WRO meeting at CSW; feminist analysis of policy processes (submissions to Parliamentary Inquiries, analysis of Foreign Policy White Paper, collaborative analysis of federal budget and Performance of Australian Aid Report, submission to DFAT's Inquiry into the Prevention of Sexual Exploitation and Abuse); community engagement (the IWD petition on funding of women's rights organisations); and engagement with policy influencing consultative processes (participation in the ALP consultations on gender equality and ODA, participation in the VNR consultations, ASEAN-Australian WPS Consultation). The engagement with the federal budget process, alongside the WRO funding petition, helped IWDA to position the issue with political advisors and DFAT. This resulted in DFAT's Gender Equality Branch preparing specific briefings on gender equality funding, and women's rights organisation funding specifically, in the aid program ahead of the Budget. These were subsequently provided to the Secretary of the Department during the federal budget process. As a result, IWDA was directly engaged by ALP Shadow Ministerial offices to provide insight on gender equality and foreign policy and overseas development assistance, and influenced the ways in which the Department considered the funding of WROs organisations and gender equality in ODA.



IWDA has also influenced Australian Government stakeholders in Canberra and in-country by building relationships, for example with Australian women MPs through the Myanmar Mentoring Program, and with DFAT Post in-country, including facilitating closer connections between our partners and Australian Government stakeholders in-country. IWDA has been able to advocate for key issues affecting our partners, demonstrating the strength of our relationships when, in 2017-18, DFAT Post Dili approached IWDA to explore the MP Mentor Pilot in Timor-Leste. Similarly, the relationship with the DFAT staff in PNG has supported the strengthening of funding to the Nazareth Centre for Rehabilitation. An initial meeting between the High Commissioner for Solomon Islands, IWDA's CEO and Solomon Islands Program Managers in May 2018 established a relationship which has opened discussions on the gendered impacts of the Australian Government IT infrastructure investment in the Solomon Islands. IWDA explored opportunities to share Cambodian partner human rights concerns regarding civil society and democracy to the Australian Government, through a submission on human rights at the Human Rights Council session, and through letters to the Australian Foreign Minister and Ambassador for Women and Girls. These interventions resulted in the matter being raised with the Cambodian Government representative. IWDA has continued to influence the ANCP program through participation in the Annual Reflection process, and providing briefings and information to DFAT post, and as a participant in the ANCP Data Systems Validation Review.

Work to refine the IDM's ability to reveal gender differences in multidimensional deprivation is strengthening IWDA's influence on global debates on barriers to women's economic empowerment, such as time spent on unpaid care and household work, and the factors that drive this. The interest in and value of this work was reflected in the Australian Government's request for input to briefing for an OECD policy dialogue on women's economic empowerment in January 2018. This supported the DFAT post to contribute to discussion about how women are disproportionately affected by lack of infrastructure including lack of water or electricity, increasing their time spent on domestic work. This informed discussion about gender responsive infrastructure and the IDM's potential to provide data about the impact of gender-blind infrastructure on women's lives and time use, and inform investments in infrastructure that support gender

equality and women's economic empowerment. The IDM also featured in brief information about Australia's approach and priorities to leaving no one behind in the OECD Development Cooperation Report 2018, with a more detailed case study to follow (FY 2018-19), drafted by the IDM Team and submitted by DFAT to the OECD.

Partner Organisations:

Partner organisations demonstrated influence in a range of national contexts. For example, in Fiji partners influenced the reactivation of Gender Taskforces and the addition of a Climate Change Taskforce in Fiji; increasing commitments to and progress on temporary special measures work in the Solomon Islands, Timor-Leste, and Myanmar, as part of a strategy to realise the implementation of CEDAW. For example, the Women's Rights Action Movement (WRAM) in Solomon Islands led a number of important advocacy and movement building initiatives to progress structural reform, such as duty-bearer commitment to pass legislation to create Temporary Special Measures (TSM) for women's leadership in the country's Western Provincial Government. The Government of Timor-Leste formed a new division to oversee the drafting of a re-entry to school policy that is being implemented in all Government schools across the country as a result of sustained, joint advocacy efforts by WAVE partners Alola and Rede Feto and other local women's rights organisations. Alola and Alfela's advocacy efforts are now focussed on policy formalisation, ensuring that all schools, including private and Catholic schools, are compelled to adhere to the new policy. This result reinforces the WAVE Program's Theory of Change, and demonstrates how supporting women's rights organisations to work together to monitor and report on government's performance against its obligations is producing an accountability push which is achieving policy and legislative change. The Myanmar CEDAW Alliance was formed following a workshop facilitated by WLB and IWDA, has agreed upon four priority areas for joint advocacy: ending violence against women and girls; challenging gender stereotypes in the Constitution; revising discriminatory laws; and implementing the National Strategic Plan on the Advancement of Women (NSPAW). The Alliance has already contributed to some promising developments, including the first public statement of support by the Government for implementing Myanmar's NSPAW and meeting its obligations under CEDAW. In the context of a country still emerging from decades of isolation under military rule, the establishment of this Alliance represents a substantial achievement and step forward in the development of a diverse and united Myanmar's women's movement.

Collective Action Coalitions

Underpinning much of our influence work has been a commitment to collaboration. This has been most evident in our work with the Australian WPS Coalition. IWDA has continued to participate in the Australian Civil Society Coalition for WPS (the Coalition) as its primary means of influencing Australia's approach to women, peace and security. As a member of the Coalition we hosted two civil society roundtables in Melbourne which brought together women to discuss meanings of peace and security as part of Australia-wide consultations to inform the development of the Second National Action Plan on WPS and the 2017 WPS Dialogue Report.

IWDA led the Coalition submissions on Australia's Voluntary National Review on the SDG and, the SDGs Inquiry and inputted into WPS National Action Plan review processes. IWDA also played a key role in introducing a new format for the 2017 Dialogue on WPS, and facilitated the Dialogue in 2017. IWDA chaired the launch of the Annual Dialogue Report in early 2018. As a result of our leadership role in the Coalition, IWDA was the only Australian civil society organisation invited to participate as a delegate at the ASEAN-Australia WPS Dialogue. The Dialogue included representatives from Government, police and military from ASEAN countries and IWDA participated in small group discussions, influencing the draft outcome document to include references to women's leadership and the meaningful participation of women across the WPS agenda, including of women's rights organisations and networks. We also highlighted the need to focus on conflict prevention, including through presentations on the WPS work of IWDA partners in Myanmar and Cambodia as well as the work of the Australian Civil Society Coalition for Women, Peace and Security. Both the Minister for Defence and the Minister for Women attended the Dialogue and announced their commitment to WPS and to the importance of women's leadership across the WPS Agenda.



IWDA managed the Coalition online presence, supporting the redevelopment of Coalition website, which saw website visitors grow from 3982 visitors to the website in the 2014-2017 period, to 18,426 visitors in the period between March and June 2018. IWDA also managed and grew the number and quality of followers of the WPS Coalition Twitter account, and ongoing strategic oversight and review of WPS Twitter content.

IWDA organised a session on women peace and security at the 13th Triennial Conference of Pacific Women. This Talanoa discussion was hosted in the Pacific Feminist Hub, with Pacific feminists and women’s human rights defenders coming together to voice their concerns, priorities, and ideas for Australia’s women, peace and security agenda in the Pacific.

GOAL 4

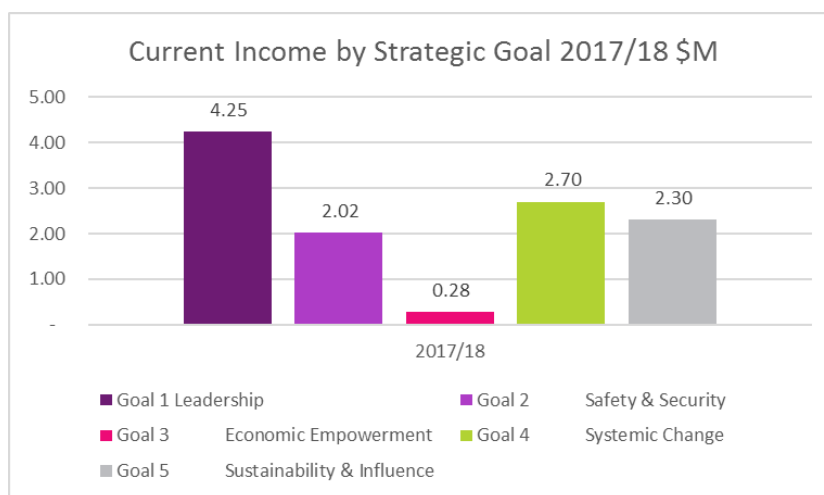
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Collective action coalitions IWDA contributes to or leads.

IWDA’s work with the Coalition reflects our commitment to collective action and movement building. It also enables IWDA to be positioned as a leader in the WPS field in Australia. During the year, the Australian Government Office for Women informally sought advice, alongside invitations to participate in panels on WPS. Our role with the Coalition also facilitated collaboration between IWDA, Diaspora Action Australia and ActionAid to deliver a WPS event at the ACFID Conference in 2017.

Strategic Question 4: To what extent have IWDA’s funding priorities supported our, and our partner organisations’, Strategic Goals and represented value for money?

Funding priorities

IWDA’s funding priorities are currently skewed to tied funding in **Goal 1 (women’s leadership)** and **Goal 4 (systemic change: IDM)**, and with untied funding to **Goal 5 (ensure organisational sustainability and accountability)**.



The Income Plan aims to address current funding gaps within the Strategic Plan while redistributing funds to better align with the funding requirements of the five Strategic Plan goals. In the period to 2020-2021 IWDA will look to increase funding to **Goals 2 (safety and security), 3 (women’s economic empowerment) and 5 (ensure organisational sustainability and accountability)**. A focus on growth in **Goal 5 (ensure organisational sustainability and accountability)** will also enable a focus on system effectiveness in both IWDA and partner organisations.

IWDA has partnership agreements in place with twenty-two women’s rights organisations/civil society organisations with an interest in gender equality in Cambodia, Fiji, Myanmar, PNG, Solomon Islands, and Timor-Leste, and with the Australian National University (development of the IDM). The majority of our

partners have additional funding sources that support their work, but 15 partners are entirely or highly dependent on IWDA funding.³

In 2017-2018 IWDA entered into new funding agreements, to the value of \$5,567,899, to support work under **Goal 2 (Safety and Security)** and **Goal 1 (women's leadership)**, which aligned with both IWDA and relevant partner strategic priorities.

Value for Money

Development of IWDA's formal value for money framework is scheduled for 2019. In 2017-2018 IWDA prioritised expenditure in a range of capacity building tools to support systemic change, at both a societal and organisational level. To assess value for money in this report we will focus on the experimentation and innovation principle, one of the eight value for money principles⁴ developed by the Australian Government, which best enables us to assess value for money in the activities of IWDA in the period. The experimentation and innovation principle draws out creative and flexible approaches that support experimental and innovative mechanisms. The analysis will highlight IWDA's approach using the four quadrants of the G@W framework.⁵ IWDA demonstrated value for money through the development of innovative feminist approaches. These approaches interrogate gender norms and power in programmatic and systemic change contexts; and are innovative in their emphasis on collective action work focused on the achievement of gender equality.

Quadrant 1: informal and individual consciousness and capabilities

IWDA's work with WAVE partner Akhaya, to pilot a mentoring program for female parliamentarians supported innovation in the area of *feminist leadership*, demonstrating the importance of mentoring programs having objectives related to both individual *and systemic change*. The evaluation demonstrated innovation in a mentoring program through a focus not just on individual skill development, but also enabling solidarity and women supporting women, alongside the importance of including broader advocacy strategies that advance gender equality and make connections to broader coalitions working on legislative change.

IWDA's in-country capacity building work with partner organisations, around finance, research, communications, advocacy and MEL, was a strong feature of work in 2017-2018, and represents a strong value add to partnering with IWDA, particularly as IWDA formalises ad hoc capacity building approaches through the Feminist Organisational Capacity Strengthening (FOCS) Toolkit.

Quadrant 2: Formal and individual access to and control over resources

The *Do No Harm* research and toolkit is an innovative application of ground-breaking research on the intersections of patriarchy and harmful gender norms, women's economic empowerment programming and the incidence of violence against women. A challenge for IWDA going forward is the ability to integrate the DNH principles into our own programming work. At an organisational level, IWDA has explored innovation in managing funding for organisations impacted by the closing civil society space (most particularly in Cambodia and Bougainville), however this also constitutes a challenge as we manage grassroots needs for flexibility against donor risk appetite.

Quadrant 3: Informal and systemic social norms and deep structure

IWDA partners are developing innovative, culturally relevant approaches to challenge informal and systemic social norms that drive gender inequality, homophobia, perceptions of women's leadership and the prevalence of violence against women. An ongoing challenge is the ability to drive systemic change at

³ In PNG: Eastern Highlands Family Voice, Bougainville Women's Federation, Wide Bay, Voice for Change, Nazareth Centre for Rehabilitation; in Solomon Islands: Family Support Centre, Christian Care Centre, Women's Rights Action Movement, West 'Are'Are Rokotanikeni Association; in Cambodia: Workers Information Project; in Timor: Covalima Community Centre, Alfela; in Myanmar: Shan Women's Action Network, Women's League of Burma, Ta'ang Women's Organisation.

⁴ The eight are cost consciousness; encouraging competition; evidence based decision making; proportionality; performance and risk management; results focus; experimentation and innovation; and accountability and transparency.

⁵ This approach draws on analysis developed by ACFID in their 2012 Discussion Paper on value for money, which pointed to sector support for an assessment of equity.

scale, and to develop accountability mechanisms for male behaviour change. Additionally, the Our Voice campaign is trialling the development of common messaging/communications materials to drive local normative change on the perceptions of women’s leadership.

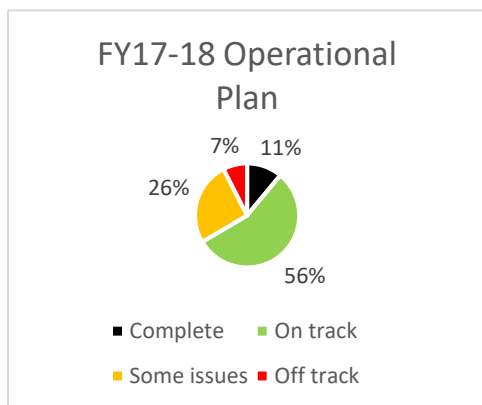
The FOCS module on self-care is an innovative codification of strategies to support organisations to challenge unsustainable practices within the feminist movement. The challenge for IWDA and partners will be to integrate the approaches into their work.

Quadrant 4: Formal and systemic rules and policies

IWDA’s contribution to convening and driving movement and coalition building is supporting innovation in systemic change work. This is happening both domestically (for example, through our work on women, peace and security and the funding of WROs) and regionally (for example, the Our Voice campaign focus on Temporary Special Measures and the We Rise Coalition focus on influencing the diversity debates at Triennial. See Deep Dive for further evidence.

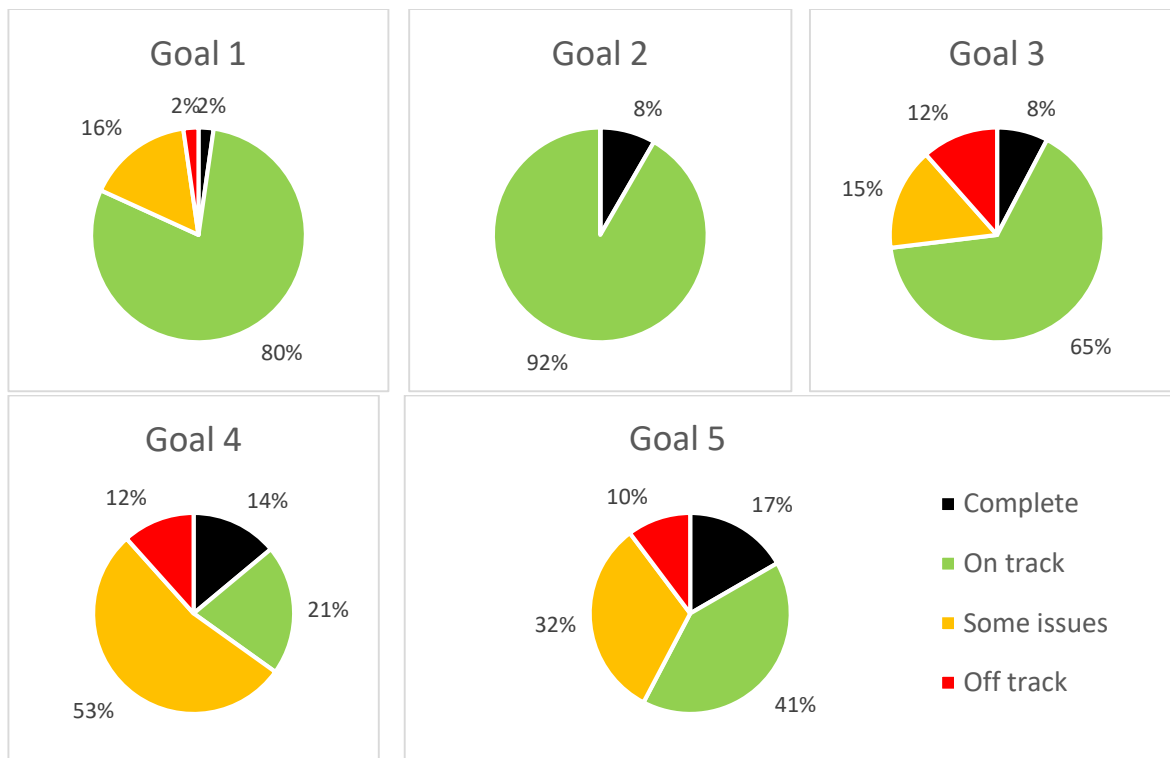
Strategic Question 5: To what extent did IWDA’s activities and programs deliver our Strategic Goals?

Assessment of progress towards Operational Plan



Overall, progress against the operational plan was relatively strong with 67% of key deliverables completed or on track; 26% experiencing some issues at the end of the financial year, and 7% off track. (2017: 77% were on track). Assessment of the Operational Plan needs to take into account the variation in strategies/activities. Some pertain to activities within a programs/projects/teams while others sit at higher levels. Some activities reported under the strategies reflect multi-year work (reported as on track at year end). The Operational Plan also includes a range of “business as usual” (BAU) activities. During the year, the management team worked to create a stronger culture of transparency in reporting on issues affecting completion of activities.

Where activities were off track or experiencing issues, by far the greatest factor was staff turnover and/or capacity limitations. To some degree this can be attributed to an expected higher level of turnover associated with changes in leadership; nonetheless it points to a need to ensure planning is realistic, matches organisational capacity (and therefore supports a strong culture of realistic workload capacity), and builds in contingencies to minimise disruption and to deprioritise work. In some cases activities marked as ‘some issues’ had been incorporated into other areas of work, demonstrating teams’ ability to adapt and iterate. Goal 3 has the lowest resource allocation, which impacted achievement of strategies. There were also challenges unique to individual teams: issues within the IDM partnership affected several deliverables (particularly in Goal 4) while RPA, P&C and SET were most impacted by staff turnover affecting their capacity to deliver activities (Goals 4 & 5).



In terms of IWDA’s work with across the five Strategic Goals, Goals 1-2 delivered significantly higher performance than Goals 3, 4 & 5. WAVE and We Rise outcomes drove success across Goal 1. Work with the Nazareth Centre for Rehabilitation, the finalisation of the DNH contract and Gender and WASH projects led by Live and Learn and Burnet/WaterAid, alongside our WPS work, drove success across Goal 2. ANCP-funded activities drove success in Goal 3. The IDM and influencing work on the funding of WROs and the SDG drove success in Goal 4. Finalisation of the Income Plan, the application for the Equal Employment Opportunity Exemption, fundraising campaigns, delivery of the MEL and range of BAU activities drove success in Goal 5.

What were the barriers and enabling factors to IWDA’s delivery of our Strategic Goals?

Across the goals, key enabling factors to IWDA’s delivery of our Strategic Goals included resourcing decisions which have supported the development of tools and guidance, relationship building, holistic approaches to thematic focuses, collective action and collaboration. Barriers have included the closing civil society space, including a gendered hostile environment for feminist change work, resourcing limitations, and questions of succession and organisational growing pains.

Goal 1: Women’s leadership

Shrinking space for civil society and political instability posed significant barriers to work under Goal 1, and required time and resources to engage in risk mitigation planning, and adaptive programming in response to changing circumstances. This led to delays and uncertainty in partner activities; for example, in Timor-Leste and Fiji this took the form of uncertainty around election results and timing (respectively) meaning that partners could not complete advocacy plans or activities with women candidates. The negative impact of closing civil society space in Cambodia was significant: the dissolution of the opposition party resulted in target politicians losing their positions while the continued scrutiny of civil society organisations by government increased concerns that NGOs could be targeted or forced to close if they are perceived to be anti-government.

IWDA responded to these changing circumstances by practicing adaptive programming, providing extra support and resourcing to partners and closely monitoring risks. Enablers to navigating this complex environment included the importance of influencing duty bearers (in the case of Cambodia, by urging the Australian Foreign Minister to make its position on the need for a democratic and free civil society, and in

particular, protection for women's human rights organisations to operate freely). More generally, IWDA's approach to holistic programming across the G@W framework was a key enabler to creating change in line with our strategic priorities, supported by tools and capacity building with partners and collective action networks.

Goal 2: Safety and security

Program work under Goal 2 is by nature high risk and resource intensive. IWDA's model of partnering with organisations which, in some instances, work in high-risk contexts and with high risk service delivery (for example, those providing safe houses, which while critical for women escaping violence are a high risk for organisations running them) results in accountability challenges, and we do a lot of GBV work without the same resources or support of a GBV-focused organisation. Exploring Australian partners and regional technical experts who may be able to support our work in this area was raised for consideration in future years. Working with long-term partners who have the required skills and expertise, and IWDA's EEO exemption allowing us to employ only women, were enabling factors in this space, and particularly enabled us to better work with organisations delivering services to survivors of gender-based violence. While a holistic approach across advocacy, prevention and response (including via work on women, peace and security) is resource intensive, it was identified as an enabling factor for our work. For work under the IDM and in the area of women, peace and security, working in partnerships and coalitions was both a barrier and enabler, as significant time and resources went into managing relationships with key stakeholders. The importance of value alignment along feminist principles in partnerships was emphasised in this context.

While the climate in Australia (with key progress via the Royal Commission, and increasing engagement by Our Watch and DFAT) and national and international frameworks that support safety and security were enabling factors, a 'gendered hostile environment' in operating countries was a barrier. This 'gendered hostile environment' manifests via closing space for civil society in general, and women human rights defenders in particular, criminalisation of LGBTI identities, or where religious beliefs and institutions form barriers to sexual and reproductive health rights. A gap was identified in work under Goal 2 in terms of partners representing marginalised groups, particularly LGBTI and disabled people's organisations. In women, peace and security, the Australian government's negative position on climate change was a barrier to getting recognition for a broad definition of human security. IWDA's lack of a position or policy on climate change was identified as a barrier in this context, and identified as a priority area for future work.

Tools and resources such as the Do No Harm toolkit were identified as enabling factors, supporting IWDA's approach to programming, building capacity amongst partners, and increasing our organisational reputation and reach. One of the key findings of the Do No Harm research relates to working with men and boys. This may present a potential barrier in future work; it is an area of contention within the GBV sector, and while PNG ANCP partner Eastern Highlands Family Voice identified the importance of engaging men in their work, it is not a consistent approach among IWDA's partners. Careful reflection and innovation will be required if IWDA is to pursue research in this area.

Goal 3: Women's economic empowerment

Toolkits and guidance were also an enabling factor for IWDA's and our partners' economic empowerment work, in particular, the Gender and Economy in Melanesian toolkit and the Do No Harm resources. A potential area of further work to address barriers associated with the issue of women's unpaid care work was identified, for example through the provision of child care spaces alongside WEE programs. A key barrier to the delivery and sustainability of women's economic empowerment programming is the unsustainable workload for key individuals and the need to dedicate energy towards succession planning. For example, WAVE Solomon Islands partner WARA has identified the need for team members to shadow the Technical Advisor/Co-Founder of WARA for all program deliverables to allow for multiple team members with sufficiently built skills and knowledge to deliver WARA's program commitments. The dedication and skills of staff was a key enabler to managing high workloads and resource constraints.

Productive relationships with stakeholders has been an enabler in the IDM team's work, as evidenced by the collaboration between IWDA and the Fiji Bureau of Statistics. However, currently, the IWDA IDM program does not have resources for engaging in an ongoing way with stakeholders to support uptake, as additional potential research in Fiji will now not proceed within the scope of the current IDM Program. We

will explore future opportunities in Fiji as part of developing pathways to sustainability for the IDM. This will focus on demonstrating the policy relevance of the IDM for identifying and addressing barriers to gender equality and women's economic empowerment, including the implications of the unequal burden of unpaid care on women's economic circumstances. Additionally, the extended nature of technical work on the IDM, particularly the finalisation of the approach to index construction, has been a barrier. Compounded by relationship difficulties, this work (led by the ANU) has taken significantly longer to complete than planned, delaying work on overall IDM scores for Fiji. This has delayed follow up engagement with the Fiji Government on use of the IDM as a tool to provide greater insights into the relationship between gender and poverty in Fiji and identify associated policy priorities.

Goal 4: Systemic Change

IWDA's decision to prioritise collective action by building partner capacity in research and advocacy, networks and influence (including through feminist approaches and shared learning, and the forthcoming Movement Building Strategy) was a critical enabling factor for work under Goal 4. This was further enabled by resources in the form of flexible donors, IWDA's establishment of shared budget between programs to facilitate collaborative work. Our work was also supported by the allocation of untied funds to support staffing in the RPA Team, which enabled IWDA to develop organisational capacity (through, for example, the Feminist Research Framework and Ethics review process) and work on systemic change issues (for example, the funding of gender equality and women's rights organisations through international development). Internal constraints in terms of staff turnover, challenges in funding and coordinating joint advocacy work (ie, within the Programs Team, and within the organisation), and challenges over accountability chains between RPA and Programs for research, policy and advocacy work, presented barriers to more effective engagement in systemic change work.

The IDM team contributed to systemic change through the development of the measure. This will support policy makers to identify and address gender disparity. IDM supported collective action via participation in the Women's Major Group at the High Level Political Forum, as well as engagement in other high level international fora (for example, the Washington Group on Disability). This participation was enabled, in part, by an investment in an increased online presence, which has facilitated greater awareness of the IDM and generated opportunities for international engagement.

More generally, IWDA's participation in domestic and global advocacy coalitions enabled us to expand our reach and influence. This participation was supported by the identification of unique contributions to each coalition aligned to IWDA's own strategic priorities, our role and profile in Australia and in the region, our ability to amplify partner expertise and experience, our use of the G@W framework to drive analysis of feminist change, and IWDA analysis and insights generated over 33 years of operation. While value alignment with other feminist organisations was an enabler to collaboration, among a small number of peer organisations in the women's rights space, IWDA's identity as a non-political organisation (ie, not viewed as 'activist') was a barrier, at times limiting perception of IWDA as a partner in women's movements. Partnerships were more challenging with organisations who do not operate with feminist values and principles, leading to higher relationship management costs and presenting a barrier to effective collaboration. A lack of formalised advocacy position statements was also identified as a barrier, impeding our contribution in certain spaces and making it more difficult and resource intensive to respond to ad hoc opportunities. Work to remedy this will commence in 2019.

Additionally, closing civil society space, both in the countries where we work and in Australia (where changes to legislation have increased the barriers to advocacy by charities) increased the risks and posed a greater administrative burden on advocacy work. As political changes render advocacy work increasingly dangerous, partners have determined that certain advocacy actions are high risk; and for civil society more broadly, selective self-censorship is commonly exercised to mitigate these threats. For example in Cambodia, GADC and Banteay Srei have shifted their program focus for 2018, furthering support for women leaders outside of the political sphere and supporting violence prevention activities, while Amara is considering different ways it can work with women at the commune level to support women's decision making. The strengthening and formalisation of networks between WAVE partners has proved an enabling factor in overcoming this. For example, the establishment of the Cambodian Joint Research and Advocacy Working Group is providing an important mechanism for discussion, information sharing and joint

strategizing; We Rise partners have highlighted the importance of gradually building relationships to be able to influence key duty-bearers and in finding opportunities for indirect engagement in national, regional and international forums. However, WAVE partners expressed more interest in coalitions and movements at a national rather than regional level, challenging initial assumptions about IWDA's role and contributions. At a higher level, the contradictions inherent in INGO funding for grassroots movements present a challenge, as support can include increased accountability demands. Moreover, the need to work within donor frameworks and political interests can present a challenge, particularly if they are not supportive of movement building and advocacy work.

Goal 5: Organisational accountability and sustainability

As IWDA's funding has grown rapidly in recent years, the organisation has transitioned from a small to medium sized agency, a move that brought significant opportunities and challenges in terms of organisational accountability and sustainability.

Leadership, staffing and organisational culture

2017-18 included transition in the CEO role following seven years of leadership from Joanna Hayter, and turnover in the Directors of FaBO, SET, P&C and IDM. This instability had a significant impact on the ability of IWDA to engage in strategic conversations, ensure efficiency in decision making, and has had a particular drain on P&C's capacity (who had three changes in leadership of the team during the year, as well as significant time spent recruiting for other roles).

A skilled, supported and committed workforce is crucial to the delivery of the IWDA Strategic Plan. The Staff Engagement Survey, conducted in November 2017, indicated a strong alignment/connection among staff to the organisation's purpose and vision. At the time of the survey there was a low level of satisfaction with organisational culture (57% agree or strong agree that they were satisfied with the culture of IWDA). People and Culture noted that the survey was live during a particular moment in time, with the transition of the CEO. High staff turnover during this period was also a concern. It created an additional barrier to effective performance due to decreased capacity within the organisation, particularly in SET, RPA and P&C, and loss of institutional knowledge. Staff changes in partners have also had an impact on IWDA's work due to the required investment in establishing new relationships and re-establishing processes and dynamics for partnerships, particularly in relation to coalitions.

In response, the CEO has placed a focus on organisational culture, naming it as an organisational priority and putting it in to practice through investigating complaints and taking action to resolve them; supporting the development of a People and Culture-led Away Day in the 2018-2019 period, and engaging staff in preliminary thinking through a Brown Bag. The new CEO has also supported restructures in FaBO and SET to flatten structures and drive a more agile and nimble workforce; remote work options; increased Leadership Team functionality; and new resources in the programs team including the Research Program Manager (Perceptions), secondment of Senior Manager, Policy & Advocacy, and two Program Coordinator roles (Timor-Leste and PNG). Additional barriers to the utilisation of the staff survey were lack of expertise in measuring staff engagement and P&C resource constraints.

Financial sustainability

As part of the small-medium transition, funding sustainability and diversification has arisen as a key issue in the future, in order to stabilise the organisation's growth and maintain funding at or close to current levels (the four pillars of the Income Plan help chart a path for this). An external barrier in this space is the shrinking funds available from traditional development donors, and greater competition for a smaller pool of funds by a higher number of organisations. As part of this, the increasing focus on gender equality across aid organisations has created greater competition for IWDA and increased the need to develop our unique value proposition. Enabling factors for future organisational sustainability include the organisation's proactive pursuit of opportunities for future funding and IWDA's strong reputation with current donors, such as engaging with the Netherlands Government around prospects for a 'FLOW 3'. There is also growing momentum around collective action on funnelling more money into the women's movement, as well as exploration of potential new donors and financial models. IWDA's reputation, feminist values and track record are key enablers in terms of attracting future funding.

SET made significant contributions to funding sustainability despite significant staffing constraints. The development of the Income Plan (to be delivered in the coming financial year) was a significant achievement that will set the organisation on a path to growth stabilisation. Staff turnover once again proved a barrier to follow-up and analysis of the 2017 Spring Appeal: the appeal marked a significant effort to reach a new donor market but, because of staff turn-over, the opportunity was not fully capitalised upon. IWD and Tax Appeal campaigns were possible through support from other areas of the organisation to manage staffing shortages, which had the advantage of delivering more cohesive, integrated content. Some of the mechanisms did not deliver in the manner hoped: for example, the IWD campaign of #OurMoment was too complicated for easy engagement, borne out by low engagement rate which failed to generate reach or leads or funds. These lessons were incorporated into the Income Plan. Other enablers in SET was the Lunchbox series. The series proved an effective way to engage (a relatively small number of) donors, who went on to contribute well to the Tax Appeal. The series also generated high interest on the prospective volunteer list. While this indicates a pool of energised, time-rich young women who are passionate about our work, it is also likely to reflect on the current job market and the role of unpaid internships/volunteer positions in gaining paid employment.

Organisational systems

The challenges associated with the growth of IWDA from a small to medium sized organisation is most evident in the context of organisational systems, with a range of policies and procedures misaligned with the organisational size and capacity.

While improvements in organisational systems – such as the rollout of Netsuite – are expected to enable greater efficiency and transparency in the future, resource constraints and team capacity issues in FaBO, and across the organisation, have constrained these processes. FaBO has also experienced barriers in terms of staff turnover/parental leave, managing the changing office layout and expansion to Level Four of the building, and the resource impacts of inducting high-levels of new staff to the systems of the organisation.

Despite these challenges, FaBO tailored in-country partner finance capacity building work to suit local organisations and circumstances, enabling IWDA Partners to feel supported as they develop their financial capacity. This was achieved by calibrating training to the appropriate level and balancing the tension between training on a process that is “right” versus meeting the needs of the organisation and developing acceptable and doable procedures. This is particularly important in the context of the higher complexity associated with WAVE funding, and infrastructure barriers such as internet and electricity supply present additional barriers for partners. While there are no formal MEL evaluations available of this work, FaBO note that in the first year of the WAVE Grant there were seven disallowed expenses during audit, and in this, the second year, there were no disallowed expenses during audit. In addition, challenges associated with IWDA’s expectations of ongoing workload during fieldtrips emerged, with FaBO team members being required to provide capacity building support alongside maintenance of key organisational deliverables.

Ways of working

Siloes between teams, and the lack of an agreed theory of change which would connect different areas of the organisation’s work, emerged as a barrier to teams working more effectively. Additionally, the need to navigate the discourse and values associated with partner-led principles has emerged in particular the context of research, policy and advocacy work. There were challenges in accountabilities for research, policy and advocacy conducted under work associated with contracts managed by Programs, and tensions in research quality in projects which have a dual focus of research outputs and capacity building for research. Some of these concerns have been managed by a secondment to the team of a RPA resource, which has made the lines of accountability easier for policy and advocacy work. Nonetheless, a tension remains in the framing of capacity building objectives and quality of research, and the means by which IWDA ensures it maintains a reputation for quality research, policy and advocacy work. The forthcoming RPA Framework is one method for addressing this barrier, but the issue will require additional consideration going forward.

Partnership and working in networks and coalitions strongly emerged as both a barrier and an enabler to IWDA’s work: the time and resources invested in partnership management, particularly where there is

misalignment of values or dysfunction in coalition/partnership relationships were barriers to efficiency, while these networks and coalitions greatly increase and enable our reach and impact. For example, IWDA has expended considerable energy this year managing the IDM partnership. A key learning has been the importance of aligning contracting arrangements with partnership intentions, particularly in a large-scale multi-sector partnership. The present contract structure sees ANU holding the head agreement with DFAT. This creates challenges and risks in the context of different priorities and perspectives on the value and risk of various parts of the program, with delivery, reputation, occupational health and safety and financial implications. There are also significant challenges in upholding the principles of collaboration and partnership with organisations that do not uphold feminist principles in their way of working, including lack of transparency and lack of collaboration in decision-making and implementing work. The misalignment of organisational/ cultural values, combined with the contract structure and weak design buy-in, has contributed to substantial delays in program delivery, opportunity costs and significant pressure on team members' workload. These issues are likely to require ongoing management through to the end of the current program.

Similarly, RPA involvement in the WPS Coalition – while enabling greater influence and visibility for IWDA in this space – is undermined by organisational challenges within the Coalition, and significant time and resources have been invested in improving the accountability systems of this group. On the other hand, participation in networks and coalitions, both domestically and internationally, has expanded IWDA's impact. For example, IWDA was the only Australian NGO invited to the ASEAN Women, Peace and Security Dialogue because of our leadership in the WPS coalition. Similarly, our participation in the SRHR Consortium enables IWDA to align with strong, subject-matter experts on an issue that acts as the “canary in the cage” for feminist and gender equality trends, without overinvesting in an issue that is not a standalone priority of our work.

Within programs work, barriers in the external environment in the countries of operation meant that there was a need for constant adaptation and iteration, leading to time and resource constraints. As discussed under other goals, the closing of civil society space in particular has been a barrier. In contrast, opportunities for civil society engagement with some governments, for example in Myanmar, has increased and been an enabler of our work. Myanmar partners reported that, despite the escalating violence and conflict in Rakhine State, space for civil society is continuing to open up and provide more opportunities for collective advocacy and activism from women's rights organisations. Relationships were established for the first time in many years, relationships between government and civil society and there are positive signs of increasing recognition of, and commitment to women's rights, demonstrating the potential for progress when enabling conditions are in place.

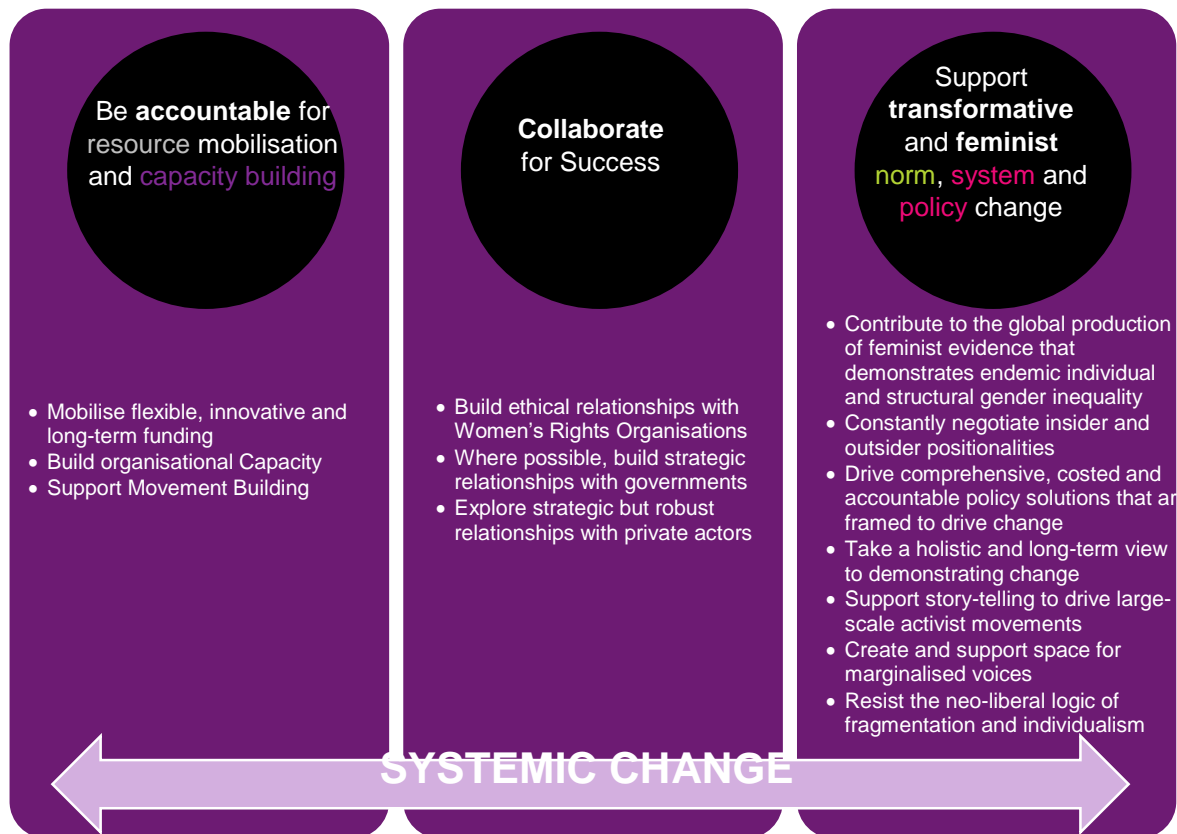
Feminist accountability

Finally, an interesting theme emerged in terms of the challenges and opportunities around bringing the organisational values to life in the case study of the Equal Employment Opportunity (EEO) exemption. People and Culture were tasked with managing the application to renew the Equal Employment Opportunity exemption, and ran consultations with staff, partners and the board to understand their views on whether to reapply for the exemption or open the IWDA workforce up to people not identifying as women. While there were those who felt differently, ultimately the process reflected a strong desire for maintaining the exemption, a position that was reflected in the governance decision of the Board. However, questions were raised about the extent to which the process elicited personal views as compared to strategic considerations, leading to a higher level question about the interconnectedness of personal and political/strategic considerations in feminist consultation processes. While personal viewpoints are highly valued in feminist practice, in the context of setting an organisation's strategic direction personal views must be balanced with other considerations, including the future needs of the organisation and the role of men and boys in feminist work. Lessons included a reflection that a cross-team group led by the CEO may have better enabled strategic considerations to be considered.

Deep Dive // Systemic Change: Coalition and Movement Building, and Influencing

IWDA's work on systemic change drives the achievement of the organisation's vision of *gender equality for all* and the purpose to *advance and protect the human rights of diverse women and girls*.

This section of the MEL Report presents an initial assessment of IWDA's work on systemic change. The analysis is presented against the findings of a literature review into the best practice for an INGO in the context of feminist systemic change. IWDA's practices show a strong alignment with best practice in systemic change, with opportunities to deepen our approach in some areas. The literature review identifies three inter-related spheres of action:



How does IWDA measure up against the imperative to support transformative and feminist **norm, system and policy** change?

IWDA and partners showed evidence of and capacity to **contribute to the global production of feminist evidence that demonstrates endemic individual and structural gender inequality**. Evidence of this work can be found through the Individual Deprivation Measure; the research, policy and advocacy work supported by the WAVE and We Rise contracts; and work focused on the funding of gender equality in overseas development assistance, particularly to WROs.

IWDA and partners showed evidence of navigating **insider-outsider relationships** over the course of the year. From an IWDA perspective, our work on the funding of WROs demonstrates the challenge of managing political expectations and public voice. For the first time in several years, IWDA took an advocacy-focused petition to market. The petition called on the Foreign Minister to call for increased funding for gender equality in ODA, including for women's rights organisations. Feedback from bureaucrats over the course of the year indicates that the petition positively influenced profile of the issue within DFAT, but also highlighted the challenge of perceptions of petitions as tools for demand within bureaucracy and among elected representatives. Following the budget, the IWDA/ACFID/CARE budget analysis was another example of successfully leveraging public voice to influence bureaucratic profile of gender equality expenditure. Among IWDA partners, there is evidence of successful navigation of **insider-outsider**

relationships, for example in Myanmar. Myanmar partners reported that, despite the escalating violence and conflict in Rakhine State, space for civil society is continuing to open up and provide more opportunities for collective advocacy and activism from women's rights organisations. Relationships were established for the first time in many years between government and civil society and there are positive signs of increasing recognition of, and commitment to women's rights. The connections that were established between WAVE partner Akhaya Women and State Counsellor Daw Aung San Suu Kyi, and the Government's first public statement of support for the implementation of Myanmar's National Strategic Plan for the Advancement of Women clearly demonstrates the impact of WAVE partners' advocacy efforts. The Programs Team noted that many of the key achievements identified for 2017-18 are the result of years of sustained engagement with duty bearers through formal and informal channels, and this needs to be sustained and prioritised to ensure continued progress.

IWDA and partners showed evidence of **comprehensive** and **accountable policy solutions**, but more limited evidence of **costed** policy solutions. On the IWDA side, the work on funding of gender equality in ODA, and the IWDA leadership in the development of the Our Voice materials is a case in point (see Question 4 for further information).

IWDA and partners showed some evidence of and capacity for taking a **holistic and long-term view to demonstrating change**. The IDM exemplifies IWDA's approach in this area, demonstrating the importance of strategic commitment and leadership for investment in systemic change tools. The development of IWDA's Feminist Research Framework, the institutional and programmatic MEL work and the progress made in the development of the Safety and Security Framework, alongside the Women's Economic Empowerment Framework and the RPA Framework, will also provide support to IWDA's capacity to demonstrate change over the longer time frame.

In a year marked by increased public discourse on gender inequality, IWDA's **story-telling capacity** was supported by the WAVE program's Our Voice campaign and research into women's pathways to leadership; through the focus of the Feminist Research Framework; through the feminist participatory action research approaches used by the Programs Team; and through our feminist MEL. Turnover in SET hampered our digital story-telling capacity and the links to large-scale social change movements were limited. Our petition campaign attracted 4,600 signatures, which tracked well against a counter-part organisation petition, which was in the market at the same time (and attracted 4,400 signatures). However, it tracked poorly against the previous IWDA petition project, the End the Right to Rape campaign which attracted 25,000 signatures. Overall highest performing blog (by page visits) was **What Does Intersectional Feminism Actually Mean** which had 39,191 views in FY17-18. The highest performing blog (by page visits) that was uploaded in 17-18 was **The Sex Ed Video Going Viral** with 30,795 views in FY17-18. The content of intersectionality continues to drive significant traffic to the website. Going forward, identifying objectives for social change, and exploring and funding the power of story-telling to drive large-scale activist movements would be beneficial if IWDA is to demonstrate impact in this area.

IWDA remains committed to the practice of intersectional feminism, and in this context, **strives to create and support space for marginalised voices**. A number of our partner organisations work with marginalized communities, most particularly in 2017-2018 a number of partners showed evidence of and capacity for working with young women, including to strengthen advocacy capacity). While other partners work with other marginalized groups, it was recognized that IWDA could strengthen its support for organisations working with women with disability and LGBTQI communities, particularly as more mainstream organisations bring a gender lens to their work.

Finally, the literature review pointed to the importance of resisting the **neo-liberal logic of fragmentation and individualism** in approaching advocacy on gender equality, most particularly challenging the framing of gender equality as a "women's issue." The WAVE model of movement building and the practice of the We Rise Coalition present the strongest evidence of IWDA and our partner's commitment to challenging the individualism of neo-liberalism. However, the literature also pointed to the importance of using the universality of gender inequality to garner wide-based support, and IWDA and our partners, and it is more difficult to point to capacity for and evidence of mobilization of a broad-based supporter base for our work and message.

How does IWDA measure up against the imperative to collaborate for success?

IWDA has a 33-year history of **building ethical relationships with Women's Organisations**, which stands us in good stead for demonstrating capacity for and evidence of collaboration in the advocacy arena. IWDA's organizational values, given expression in the Program Team feminist partnership principles and in the Feminist Research Framework, for example, underpin our collaborative approach. The FOCS Toolkit is another example of IWDA's work to strengthen collaboration between IWDA and our partner organisations. See also Question 5, for reflections on challenges that arise when working with organisations with whom we do not share a value base.

The literature review also pointed to the importance of, **where possible, building strategic relationships with governments**. The development of the IDM project, the influence of our policy and advocacy work on foreign policy and overseas development settings, the relationships of Program Managers with in-country DFAT staff, all point to the capacity of IWDA in this area. IWDA can develop more strategic relationships, with the Australian Government and other donors in the region, as we consolidate our organisational research, policy and advocacy objectives. Question 5 has addressed the challenges of building strategic relationships with governments, both by IWDA and partner organisations.

Finally, the literature review points to the value of exploring **strategic but robust relationships with private actors** to achieve advocacy outcomes: to date, there is limited capacity for, or evidence of these relationships.

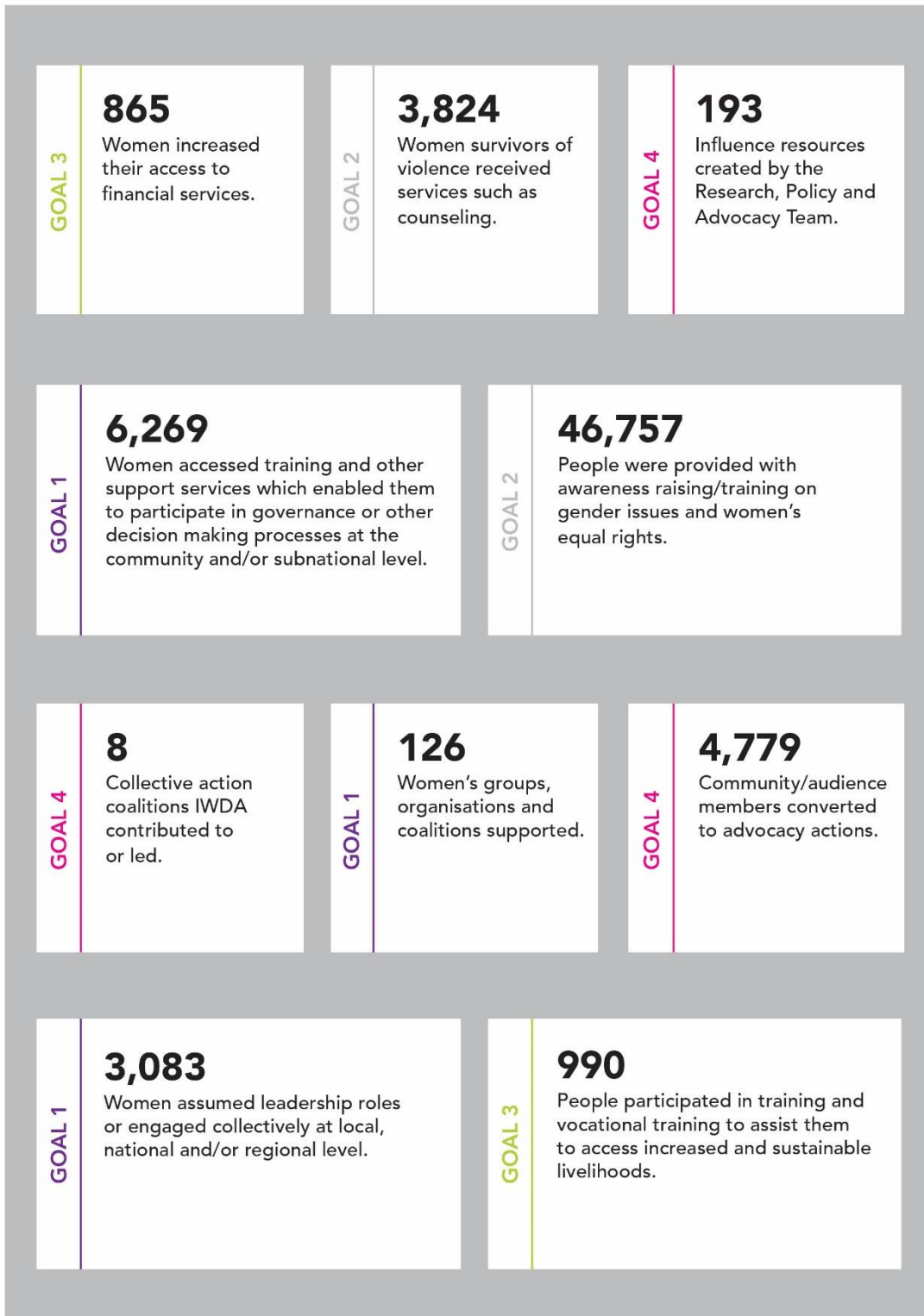
How does IWDA measure up against the imperative to be accountable for resource mobilisation and capacity building?

Significant amounts of the institutional funding IWDA receives approaches *long-term* funding (for example, WAVE is a five-year contract, and several DFAT contracts operate for three-year periods). IWDA has worked with funders to drive *flexibility* in funding agreement, however, institutional risk appetite profiles hinder a genuinely flexible and innovative approach. See Question 4 for a discussion of IWDA's *innovative* work.

The MEL Report has documented IWDA's work to build our own, and partner, organisational **capacity** in the context of research, policy and advocacy, alongside monitoring, evaluation and learning. A stronger focus on tool development and the codification of IWDA approaches (through, for example the RPA Framework) will drive greater capacity for, and evidence of, our success in this area.

The theories of change for WAVE and We Rise are predicated on **supporting movement building**. IWDA follows best practice in a number of **key movement building enablers**: flexible donors and IWDA's establishment of co-budgets to facilitate collaborative work; prioritisation of research and ability to offer informed and evidence-based perspectives; sharing political goals and values with our partners and women's movements; operating in a feminist partnership model; establishing systems to promote co-learning, such as the WAVE website on CSW; harnessing IWDA's 'birds-eye view' across partners; facilitating cross-national sharing on women's movements; IWDA technical expertise in advocacy and communications; and being able to effectively create space for connection and solidarity through relationship-building. Not only do these practices enable IWDA to successfully support movements, but enables us to support successful movements. External enabling factors were also identified such as increasing global women's movements, for example 'HeforShe' and '#MeToo'; and IWDA's position in our region, as there are few organisations operating with the same authority and authenticity in this space.

Quantitative Indicators



PEOPLE AND CULTURE

Spend \$33k
Budget \$72k

0.002%

Learning and development spend against total IWDA budget

51%

Year-on-year staff retention

89%

IWDA has a safe work environment (agree or strongly agree)

\$4,125,000

Year-on-year total salary spend



REASON FOR LEAVING (ALL THAT APPLY)

- 20% CAREER PROGRESSION
- 10% WORKLOAD
- 35% ORGANISATIONAL CULTURE
- 10% ORGANISATIONAL PROCESSES
- 5% REGULATORY CHALLENGES
- 10% PERSONAL REASON
- 5% REMUNERATION
- 5% PHILOSOPHICAL DIFFERENCES

GOAL 5

DIVERSITY SURVEY RESULTS – STAFF (n=40)

<p>SEXUAL IDENTITY</p> <ul style="list-style-type: none"> 65% Heterosexual 10% Bisexual 10% Queer 8% Lesbian 0% Asexual 7% No answer 	<p>HIGHEST EDUCATION</p> <ul style="list-style-type: none"> 3% High school 30% Undergrad 18% P/G Cert/Dip 38% Masters degree 10% Doctoral degree 1% No answer 	<p>SOCIO-ECONOMIC</p> <ul style="list-style-type: none"> 23% Lower Socio-economic 64% Mid Socio-economic 13% Upper Socio-economic
<p>COUNTY OF BIRTH</p> <ul style="list-style-type: none"> 73% Australia 23% Outside of Australia 4% No answer 	<p>ANCESTRY (ALL THAT APPLY)</p> <ul style="list-style-type: none"> 60% English 40% Irish 38% Scottish 5% Italian 3% Vietnamese 8% Indian 3% Croatian 33% Other 	<p>RELIGIOUS IDENTITY</p> <ul style="list-style-type: none"> 45% No religion 27.5% Atheist 12.5% Agnostic 2.5% Hindu 7.5% Catholic 2.5% Other Christian 2% No answer
<p>NUMBER OF CHILDREN</p> <ul style="list-style-type: none"> 67% 0 Children 20% 1 Child 13% 2 Children 	<p>INTELLECTUAL DISABILITY</p> <ul style="list-style-type: none"> 100% No intellectual disability 	<p>MENTAL ILLNESS</p> <ul style="list-style-type: none"> 85% No mental illness 13% Mental illness 2% No answer
<p>PHYSICAL DISABILITY</p> <ul style="list-style-type: none"> 98% No Disability 2% Disability 		

DIVERSITY SURVEY RESULTS – VOLUNTEERS (n=12)

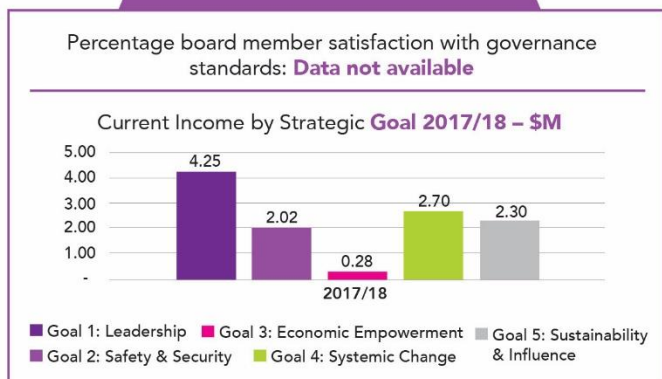
SEXUAL IDENTITY	67% Heterosexual	HIGHEST EDUCATION	25% Diploma	SOCIO-ECONOMIC	0% Lower Socio-economic
	0% Bisexual		17% Undergrad		100% Mid Socio-economic
	17% Queer		25% Post-grad		0% Upper Socio-economic
	0% Lesbian		25% Masters degree		
	8% Asexual		0% Doctoral degree		
	8% No answer		8% No answer		
COUNTY OF BIRTH	50% Australia	ANCESTRY (ALL THAT APPLY)	33% English	RELIGIOUS IDENTITY	17% No Religion
	17% Prefer not to answer		17% Irish		0.00% Atheist
	33% Other		33% Scottish		25.0% Agnostic
			0% Italian		0.00% Hindu
			0% Vietnamese		8.30% Catholic
NUMBER OF CHILDREN	83% 0 Children		0% Indian		25.0% Buddhist
	8% 1 Child		25% Indian		16.7% Muslim
	8% 2 Children		0% Croatian		8% No answer
	1% No Answer		58% Other		
PHYSICAL DISABILITY	92% No Disability	INTELLECTUAL DISABILITY	100% No intellectual disability	MENTAL ILLNESS	75% No mental illness
	8% Disability				17% Mental illness
					8% No answer

GOAL 5

ACCOUNTABILITY AND TRANSPARENCY

IWDA's audit report was unqualified
83% of partner audit reports were unqualified
Overall recovery cost gap – organisational and team: 59%
Infrastructure investment: \$38,000
43% of the total expenses distributed to Partners

GOVERNANCE



ORGANISATIONAL SUSTAINABILITY

20.2% donor attrition rate
19.8% donor acquisition rate
1.2% donor reactivation rates
Percentage awareness rates: No data collected in 2017-2018
Number of community/audience members converted to donations: Data not available
Income Plan indicators: To be reported from 2018-2019

IDENTITY AND COMMUNICATIONS

5.4% growth in audience size
An audience of 285,941 for IWDA's digital communications
Number of communications pieces covering strategic goals: Data not available