

IWDA STAKEHOLDER PERCEPTION REVIEW

2022-2023

By: Monica Waqanisau and Maureen Penjueli (Consultants)

November 2023

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Executive Summary

The objective of the Stakeholder Perception Review is to obtain anonymous feedback from 3 different stakeholder groups that engage with IWDA to share their perceptions of IWDA's work - in terms of effectiveness, relevance, practice of its feminist and decolonial values and to verify its strengths and weaknesses. The findings of the research and the recommendations are to assist IWDA make informed decisions for areas of improvement as a learning organisation and contribute towards its annual strategic evaluation.

To give confidence to stakeholders to share their perceptions honestly with integrity all responses are treated as confidential and all identifiers have been removed including from the quotes in this report. Three different stakeholder groups were identified by IWDA: **partners** from across Asia and the Pacific, **collaborators** and **resource** partners (majority Australian based) with a total of 28 groups invited to participate. 10 organisations responded, 5 partner organisations, 3 collaborators and 2 resource partners were interviewed for this report. Though the sample size is small, it reflects geographical spread of perspectives, inclusive of diverse cross-cultural and cross-sectoral groups (feminist and women's organisations, faith-based, media, philanthropic, development NGOs), size of organisations (community based, local/ umbrella NGOs, INGOs) and relationship history with IWDA. The feedback provides the basis for analysis from which common themes have emerged and where possible verified by other stakeholders.

Much of the analysis of perceptions is presented through IWDA's strategic direction of Stepping Up; Standing With, Stepping Back and Sitting With to improve and bring about transformative change.

Overall the summary findings of this stakeholder perception report confirms that IWDA occupies a 'unique' and positive position of trust within Australia and the majority world of Asia-Pacific Region. Respondents affirm that this unique position of IWDA to Step Up and Stand With is derived from IWDA's core feminist values and practices, its critical and timely analysis, and its emerging decolonial approach beyond language shifts (major, minority world) to include localisation efforts that promotes self determination, shifts financial and non-financial resources to support core funding, and enhance local capacities and leadership. Its strength lies in its relationships often held by different staff members in IWDA with different stakeholders, its ability to co-design feminist and decolonial agendas and the practice of its values.

Despite the overall positive feedback on IWDA there are a few issues that require further attention. Respondents felt that there was a need for IWDA to navigate when to Step Back to create (more) collaborative space and share power with others to address systemic and structural root causes to bring about an ambitious agenda for transformative change. Described by stakeholders as a radical feminist organisation, IWDA finds that in more conservative philanthropic and NGO circles, it needs to Sit With how to tell its/her story to mobilise resources without compromising core values and practices. Niggling perceptions of high staff turnover mainly of junior program staff in IWDA calls for greater scrutiny internally of how its values are perceived and calls for attention within the management team as this may affect project delivery particularly at the partner level. Within a resource constrained environment there is a need for clarity around perceptions of whether there is genuine co-designing of projects by IWDA and partners or whether projects are being driven by resource partners. To that end IWDA needs to acknowledge the asymmetry of power that exists amongst the different stakeholders it engages with, in particular its partners in the majority world. IWDA will need to delicately balance resource partner

demands, whilst continuing to ensure flexibility inbuilt into co-designing of projects, grant making that support core-funding and ensure it moves beyond one-year funding cycle for partners.

Methodology

Overall research goals for this review were intended to correspond to the following priorities of IWDA which are:

- Resource and contribute to vibrant feminist movements;
- Promote systemic change towards gender equality for all;
- Build a vibrant feminist organisation.

1. Research Objectives

The review aimed to gather anonymous feedback from organisations that engaged with IWDA, including women's rights and feminist organisations, to assess their perceptions of IWDA's work - in terms of its effectiveness, relevance, practice of its feminist and decolonial values, strengths, and identification to make informed decisions for areas for improvement as a learning organisation. The perception review of stakeholders is the third of its kind for IWDA and covers the financial year 2022/23.

2. Research Design

The research design was primarily qualitative, utilising a standard **survey across all three stakeholder groups** with a mix of open and close-ended questions to allow stakeholders room to provide detailed feedback. The online survey accompanied a mix of one-on-one and group online focused group interviews, formatted in a conversational format in place of face to face discussions. A mixed-methodology approach was recommended and agreed upon with IWDA incorporating some quantitative questions to gather additional context. Standard survey format across the three stakeholder groups allows assessment of responses within each of the stakeholder groups as well as across groups for verification of results.

3. Sampling Strategy

A representative sample of organisations that have engaged with IWDA during financial year 2022/23 were selected based on the recommended list from IWDA. Using purposive sampling of the three stakeholder groups: partners, collaborators and resourcing partners to ensure a diverse range of perceptions.. The sample size was determined based on the diversity within and between the different stakeholders and availability of stakeholders across a contact list provided by IWDA.

4. Data Collection Methods

4.a. Conducted key informant interviews with individuals and groups with a subset of organisations identified through the sampling strategy.

4.b. Utilised an online survey platform to create a questionnaire consisting of both open-ended and closed-ended questions.

4.a.1. Open-Ended Questions

Participants were asked to share their perceptions of IWDA's effectiveness, relevance, and embodiment of mutual values. Participants were also encouraged to provide specific examples of what IWDA did well and suggestions for improvement.

4.b.2. Closed-Ended Questions

Utilised likert-scale questions to assess stakeholders' agreement with statements related to IWDA's effectiveness, relevance, and values in the online anonymous survey.

5. Data Collection Process

5.a. Rollout interview questions with key informants.

5.b. Distribute the online survey link through email to stakeholders, ensuring confidentiality and anonymity. Allowing participants sufficient time to complete the survey with follow up reminders where necessary.

6. Data Analysis

6.a. An analysis of the open-ended responses was conducted using thematic analysis to identify and verify common themes, patterns, and sentiments.

6.b. An analysis of the quantitative data from the likert-scale questions was considered using descriptive statistics (mean, median, percentage) to provide an overview of stakeholder perceptions. However, analysis was nominal considering the small sample size of stakeholders engaged for this review.

7. Ethical Considerations

Informed consent was derived from participants upon an initial invitation communication to participate in the stakeholder perceptions review, clearly explaining the purpose of the survey and how their feedback would be used. The same introductory purpose and consent was used in the framing of the opening portion of the online survey, assuring participants that their responses were anonymous and confidential.

8. Reporting

8.a. The review findings are herein collated as a comprehensive report summarising the findings, including both qualitative and quantitative insights. This report captures key themes, direct quotes from participants, and a detailed analysis of stakeholders' perceptions of IWDA's work during the financial year 2022/23.

8.b. Provide recommendations based on the feedback received, highlighting areas of strength and opportunities for improvement.

9. Action Planning and Feedback

IWDA intends to utilise the findings of this review to inform their forward programming strategic plan based on the insights and recommendations from the research to enhance IWDA's effectiveness, relevance, and alignment with their values in the future.

Findings


A total of 28 organisations, 7 partner organisations, 14 collaborator organisations and *7 resource organisations were identified by IWDA, with e-introductions to each of the stakeholders organised by IWDA. Out of the 28 organisations, only 10 responded and participated in the online face-face talanoa sessions and the online survey. Out of the 10 organisations that engaged, 5 are partner organisations, 3 collaborators and 2 were resource stakeholders.


| Number | Partner Organisations | Collaborator Stakeholders | Resource Stakeholders | Tally |
|--|-----------------------|---------------------------|-----------------------|-------|
| Total stakeholders contacted | 7 | 14 | *7 ¹ | 28 |
| Actual number of stakeholders that engaged | 5 | 3 | 2 | 10 |

The sample size of respondents is small warranting a note on overall quality of data. However despite this, it is our view that the value of the respondents still reflects geographical representation of perspectives, inclusive of diverse cross-cultural and cross-sectoral groups (feminist and women's organisations, LGBTQI groups, faith-based, philanthropic, development NGOs), size of organisations (community based, local NGOs, INGOs) and relationship history with IWDA to provide a rich but nuanced basis for analysis from which common themes have emerged which are presented below.

¹ 8 resource stakeholders in total were envisaged as potential respondents. However, one respondent upon contact had left their recorded organisation.

| Rate | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Average |
|--|---|---|---|---|---|---|-----|-----|-----|-----|---------|
| Effectiveness of IWDA's work with your organisation during the financial year June 2022 to July 2023. | | | | | | | 25% | | 50% | 25% | 8.8 |
| Relevance of IWDA's work during the financial year June 2022 to July 2023. | | | | | | | 25% | | 50% | 25% | 8.8 |
| IWDA's practice of its values during the financial year June 2022 to July 2023. | | | | | | | | 25% | 50% | 25% | 9.0 |

 25% response

 50% response

Analysis

Overall there is a high positive perception of IWDA's performance against its organisational objectives for the reporting period of 2022 - 2023.

1. On **effectiveness** and **relevance**, **partner organisations** and **collaborator stakeholders** that provided feedback via the online survey gave an overall average ranking of 8.8 out of 10, with a split of 25% of the total respondents rating IWDA for effectiveness and relevance at either a 7 out of 10 or 10 out of 10.
2. On IWDA's practice of its **values**, **partner organisations** and **collaborator stakeholders** that provided feedback via the online survey gave an overall average ranking of 9 out of 10, with a

split of 25% of the total respondents rating IWDA's practice of its **values** at either a 8 out of 10 or 10 out of 10.

On IWDA's approach: Step UP, Stand With, Step Back and Sit With, the three stakeholder groups have some level of understanding of this approach and IWDA's Strategic priority areas. They identified which strategic areas align with their organisations goals and what they are jointly working towards. They are also able to state how this collaboration contributes to other strategic objectives. Interviewees provide clear examples which we have presented below as part of the results.

EFFECTIVENESS

IWDA's effectiveness is perceived to be based on its consistency to feminist and decolonial values and practices, reliability to mobilise resources including funds, technical skills, knowledge creation, to leverage its convening power and relationships to deliver Strategy 1, 2, 3 and 4. Collaboration partners perceive IWDA's effectiveness to be in its consistency to feminist values and practices and reliability to deliver an ambitious advocacy agenda. Concerns were shared that may implicate Strategy 5.

"Yeah, definitely. Strategy two is the core one, but I would say that the way that we worked with IWDA on Women Deliver, it actually supports strategy 1 and Strategy 4 as well. So they were actually able to use their role as a convener to resource organisations in the Pacific with skills and access and money, and they were also able to leverage their power for advocacy and influence. So I think 1 and 4 as well, but 2 is the main one, definitely." - Collaborator Stakeholder

The quote demonstrates how IWDA understands and leverages its **location** power to Step Up and mobilise access to resources effectively directing it to support its collaborating partner and partner in the Pacific in this case to Stand With and support Women Deliver. Resources are not just financial resources but include non-monetary support such as skills transfer, ensuring access to power which the collaborating partner acknowledged.

This perception was confirmed by partner organisations who went on further to elaborate on how the financial resources included core-funding a differentiating point from other organisations. To accompany partners, IWDA also included non-monetary support such as capacity building skills to understand reporting requirements including financial reporting. One partner was surprised that IWDA helped them develop a human resource manual, a safe-guarding policy and fund infrastructure development at their request. While another partner commented that IWDA used its convening powers to assist NGOs at the national level who work on similar areas.

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

Stakeholders spoke more broadly about the different functions of IWDA, but affirmed that a key strength of IWDA is its relationships. Stakeholders identified the following functions: finance, program, advocacy and leadership teams hold relationships that help different stakeholders to navigate a complex set of partnerships as well as to co-jointly deliver an ambitious advocacy agenda.

Although partner organisations remain grateful to IWDA for flexible core-funding and resources including non-financial resources there remains concerns around project cycle period of one year which places significant burden on partners to implement and meet reporting requirements. However while this reflection from a partner organisation is directly related to their working relationship with IWDA, this reflection was also analysed as a reflection on the peculiar challenges faced by the development aid sector and project cycles more broadly. Partner organisations, moreover, expressed challenges around ‘changes that they saw happening at IWDA with staff leaving’ and felt the loss of relationships built over a couple of years with that program staff. A lack of communication which previously included weekly and monthly check-ins between IWDA and partners left them feeling unsupported and exposed during this period. Partners reflected on how this internal transition phase in IWDA affected their access to technical support for reporting which in turn affected the financial flows and slowed down implementation of projects. While a resource partner reflected on how high staff turnover affects IWDA’s overall effectiveness in that programs are put on hold, a lot of local knowledge is lost and with it the relationships which take years to build.

Honestly speaking for the last 12 months last year we have encountered some challenges in terms of the changes that have taken place within IWDA. And so because of the changes some of our plans have not been implemented as expected. And so although we understand the reasons behind those changes but it really impacted on us for example, there was less communication between us. This was just last year simply because the the project manager has left in a time that we really, you know, we just about to to get to know each other and we've been working alongside each other for for a number of few years back since 2020 to last year and then to decide to leave for another job.

So having that gap is what I see is the challenge. It kind of changed the way we used to work, especially having weekly meetings updates, having monthly updates with other donors. The support, the necessary support that we receive on a weekly basis or daily basis. If we just wanted something to be clarified or if we wanted to work on a document, we ask the program manager to help us out, but when there was no one there we realised that there's a gap when she left especially with the technical support. That's where the core business lies in terms of supporting us technically. – Partner Organisation

RELEVANCE

IWDA occupies a unique position, acting as a bridge or the ‘glue’ as suggested by a collaborating partner that connects different stakeholders. This quote² suggests that IWDA understands its locational power and puts it into practice to deliver Strategies 2, 3 and 4.

IWDA’s long standing relationships, a form of social contract with partners, is built on deep knowledge of partners and context in which they operate in, demonstrating co-designing innovative partnerships

² Refer to the following quote, page 9.

which centre partners from the majority world of Asia and Pacific within the Australian and international context. Partners in turn are mutually dependent on this relationship to open up access to other resource stakeholders; to shape and share spaces for partners to directly influence policy and decision making.

IWDA's decolonial practices were specifically highlighted by collaborators and resource partners as going beyond paper commitments. Localisation is understood by collaborators and resource partners as sustained long-term support to partners to be (more) self-determining. It is understood as the ability of partners to determine their goals for themselves, seek resources that would assist partners to build their own capacity to pursue their own outcomes. Partner organisations that engaged in the review were not as explicit with their views on IWDA's decolonial practices, with candid reflections based more on their day to day encounters with IWDA counterparts. However, more than one partner organisation, as highlighted in a quote under 'embodying values'³ indicated partner organisations appreciation of IWDA's Stand With and Step Back approach to individual partnerships with their majority world partners. Collaborating partners confirmed this perception as setting a high standard for other INGOs to follow.

"...In the Australian development sector, we are still very much dominated by big INGOs that work in a very colonialist kind of patriarchal approach. While we may be viewed as having the technical expertise, however, often we reinforce colonising norms by shipping "experts" to developing countries to provide solutions rather than investing in local capacity and local organisations, which I think obviously is much more challenging work. It's much more long term work and I think a lot of organisations [in Australia], although they can speak to that, in reality they are still very much an [Australian] organisation that just funds projects based in other countries rather than actually supporting national organisations to determine their goals for themselves and actually how they know that looks; from that perspective it's something that IWDA does very well in building long term partnerships and really supporting local organisations to build their own capacity to pursue their own outcomes." – Resource Stakeholder

The advocacy and policy team members within IWDA are recognised and highly valued by both resourcing and collaborating partners. Described as thought leaders, natural leaders amongst peers in Australia, IWDA's analysis and research on gender discourse is singled out as of critical value to progress advocacy within Australia particularly its work on a Feminist Foreign Policy. While collaboration partners valued IWDA's central leadership role in communities of practice that deal with cross-sectoral, intersectional approach to issues such as climate change remain critical to a progressive Climate Change agenda. While partners pointed to Women Deliver as another key success for this reporting period.

"...you could say that the advocacy and coordination has been consistent, reliable and knowledgeable and it's really excellent. I think that's probably the main thing that appears prominently, particularly from the outside; the organisation seems very united and very in tune. They have a very central agenda that everyone seems very clear about, which is impressive."- Collaborator Stakeholder

³ Refer to partner organisation quote on page 12.

However, there are perceptions particularly in communities of practice in Australia where there is a spectrum of different positions and views, on a host of issues from conservative to more progressive, IWDA is sometimes perceived as being closed off. Collaborators weren't sure why this would be the case but were of the view that given IWDA's position it could do give up some of its power to create more space for others to be able to participate particularly when ambition is high for transformative change. For example, for IWDA to consider how to work with faith-based organisations in Australia could also assist with its work in the Pacific region where churches play a fundamentally important role.

A resource partner pointed out that IWDA may be at a critical juncture in its history, to reconsider its strategic priorities which is primarily focused on program and project delivery which are resource and labour intensive and perhaps to focus a little more on systemic advocacy. To spend a little more active time, energy and resourcing this potentially new area for growth which the resource partner confirmed IWDA is already taking the right measures.

Probably one of the challenges for IWDA, which is totally understandable for these kinds of organisations, is they are very much still focused on program and project delivery, which in the context that they work is very resource intensive. It's very labour intensive, it's very complex. So I understand that that takes up a lot of their time and energy, but I think if they want to move to some of that, a little bit more systemic advocacy. You know, and resourcing that feminist movement they actually need to really actively have a finite amount of resources and they can't continue to do both. So I wonder whether they actually just actively need to spend more time, energy and resourcing on the systemic advocacy pace, and whether that means that they do actually need to. To cut back a little bit on the programmatic pace might be the case unless they can grow, but I think they're taking those steps and I think it's really exciting. I think they just need to build on the momentum that they're already building, really lean into some of their resource partnerships. - Resource Stakeholder

EMBODYING VALUES

Overall, all 3 stakeholders confirmed and rated IWDA high or very high for embodying feminist and decolonial values. Across the entire IWDA team from leadership, to program, advocacy and policy team from junior to senior members were perceived externally as embodying both values and more significantly putting them into practices. One collaborating partner described it as 'having a very central (feminist) agenda that everyone seemed very clear about, which is impressive.'

"Funding part is important. Equally, imparting feminist history and values are also essential. It will be helpful if IWDA includes the history of feminist movement and why it is important for not only women's organisations but its values are relevant to all gender organisations. At its inception, some founders and members did not consider themselves as feminists. The X (organisation) is now a proud feminist and women's political organisation. Transformation has taken more than two decades but it is rewarding to see. At the same time, IWDA needs to expect push-back as feminism is viewed by some as western idea." - Partner Organisation

One partner stakeholder reflected that whilst they recognise and admire IWDA's embodying of feminist values and principles, feminism is still contested as an ideology in parts of the majority world of Asia and the Pacific. Therefore it would be of benefit to IWDA's to consider including the history of feminist movements and struggles and to explore how to socialise feminist values and principles with partners as part of its ongoing sustained efforts of support. Another partner noted that given changes to leadership in individual partner organisations, they see value in 'sowing the feminist seed' a way of socialising and inducting new leadership (to their partner organisation) to ensure continuity and sustainability. This modality could be considered as part of partnership and resourced appropriately where feasible.

"X's (organisation) leadership changes every three years. That means feminist seed that being sown will bloom within the movement but not for the particular organisation and this is also due to leadership's skills, capacity and capability are at different levels among the leaders." - Partner Organisation

On partnerships and collaboration, it was noted that in determining partnership, IWDA modelled, and practised its feminist principles in practice as articulated in the quote. IWDA took a Step back to consider whether it should have a role and what that role should be. When IWDA did say yes to the collaboration, it defined its role in the partnership. It Stepped in to demonstrate how to share power, how to create space for and support a partner organisation in the majority world to take on a leading co-convening role with government and collaborating partners. It supported and accompanied that process to successfully host 2 convenings in the region and an international convening.

"And to their credit, when I had my first conversation with X, and this will stay with me forever, X said to me, and I've repeated this story so many times, and I said would you be interested in working with the X government to deliver this project? And X said, well as a feminist organisation, we always assess that response from three positions. Do we want to stand up? Is this our role to lead? Do we want to stand with, do we want to work with another organisation or do we need to stand back? Because this isn't our space and I need to go away and think about it. And I remember hanging up and saying, oh, for God's sake, can X just say they'll stand up because I just wanted to work with IWDA so much. But they were particular, and X is such a strong, wise leader and committed to sharing power, right. And so, X from the very beginning was very clear about that."- Collaborator Stakeholder on an exchange with IWDA, highlighting their internal audit on relevance when considering engagements.

Partner organisations on the other hand did not provide direct feedback on decolonial values and practices. In part we believe that this is due to the types of partner organisations that did respond to the survey, who in our opinion did not have the confidence as new partners or as small grassroots groups to reflect on what decolonial practices might look like. It also reflects the power asymmetry that continues to persist particularly with partners as grantees despite IWDA's intentions to decolonise its practices. Perhaps one nuanced feedback from a partner which can be interpreted as a decolonising practice is on efforts to understand local context, experiences and challenges. This

practice of deep listening can assist IWDA to give confidence to partners to be more self-determined in their own set of priorities, build their capacities and to pursue their own agenda setting.

Another one I would also like to highlight is that they listen and they try to understand the local context that we are experiencing and the challenges we face.” - Partner Organisation

Still on partnerships, a collaboration partner observed that IWDA practised decolonial values by co-designing and advocating for localisation of partnerships in the majority world of Asia and the Pacific. While in the policy arena, it was observed that IWDA had the ability to bring their policy on a range of issues and their practice together which manifests itself in a range of development of tools supported by practical examples. The practical examples and applications in policy areas were identified as particularly helpful for collaborators some of whom are from non-feminist organisations. IWDA’s website was highlighted as a valuable place to find new information for collaborators.

Whilst a resource partner pointed out that as a high values and practise based organisation, further attention is needed internally for a health check to better understand the internal organisational dynamics and reasons for why there is high staff turnover. The assumption being that as an externally embodied organisation of feminist values and principles that it should establish a working environment that also mirrors the external and therefore be an employer of choice. Yet the perceived high staff turnover is considered - a disconnect between the external and internal application of values.

In the last 12 months there was quite a lot of turnover transition within IWDA and that came with some of the challenges. They had a lot of internal transition and we had to start all over again with new people that came. However, there was a period during the transition that we were struggling with finalising our reports and there was a pause in the technical support and this also affected processing of tranches but since then we have seen a lot of stability within their team that we work closely with. – Partner Organisation

Conclusive Remarks

Overall, the findings of this stakeholder perception report demonstrate that IWDA holds a 'unique' and favourable position of trust within Australia and the majority world of the Asia-Pacific Region. Stakeholders rated IWDA highly for efficacy, relevance, and embodiment of their values across three cohorts of stakeholders: Partner Organisations, Collaborator Stakeholders, and Resource Stakeholders.

Respondents affirm that IWDA's unique position to Step Up and Stand With is derived from IWDA's core feminist values and practices, critical and timely analysis, and its emerging decolonial approach that extends beyond language shifts - majority, minority world to support localisation efforts. Localisation is understood as sustained long term support to partners to be (more) self-determining - ability of partners to determine their goals for themselves, to seek resources that would assist partners to build their own capacities including leadership and to pursue their own outcomes. The practice of deep

listening to understand and appreciate local context is a good starting point on how to further IWDA's decolonial practices. IWDA is setting high standards for other INGOs to follow.

Its strength resides in the relationships both formal and informal that diverse members of the IWDA teams (finance, program, advocacy and leadership) have with the different stakeholders. These relationships including friendships have been forged over the years are the basis upon which trust has been built. Women Deliver and the Feminist Foreign Policy were viewed by all 3 stakeholders as two positive examples within this reporting period of how IWDA utilises location power to amplify their shared values with partners in the majority world. IWDA's website is considered high value for knowledge products.

Despite the overall positive feedback on IWDA there are a few issues that require further attention. Respondents felt that there was a need for IWDA to navigate when to Step Back to create (more) collaborative space and share power with others to address systemic and structural root causes to bring about an ambitious agenda for transformative change. Described by stakeholders as a radical feminist organisation, IWDA finds that in more conservative philanthropic and NGO circles, it needs to Sit With how to tell its/her story to mobilise resources without compromising core values and practices. In addition, IWDA will need to sit with and acknowledge the power asymmetry that exists between IWDA and the different stakeholder groups but more specifically partner organisations in its efforts to further decolonise its practices. Deliberate attention to efforts to deep listening to give confidence to partners to better articulate what decolonial values and practices might look like from the ground up to shape IWDA's practices.

Niggling perceptions of high staff turnover mainly of junior program staff in IWDA calls for greater scrutiny internally of how its values are perceived and calls for attention within the management team as this may affect project delivery particularly at the partner level in the longer term with loss of relationships and local knowledge. An identifiable area to strengthen is staff retention or processes enabling continuity of support to partner organisations is not affected too adversely due to the staff turnover.

Within a resource constrained environment there is a need for clarity around perceptions of whether there is genuine co-designing of projects by IWDA and partner organisations or whether projects are being driven by resource partners. IWDA needs to delicately balance donor demands and continue to ensure flexibility inbuilt into co-designing of projects, grant making, support core-funding and ensure it moves beyond one-year funding cycle for partners. A partner organisation provides valuable advice on IWDA's embodying of feminist values and principles, but cautions that feminism is still contested as an ideology in parts of the majority world of Asia-Pacific and therefore it would be wise to lean on IWDA's history of feminist movements and struggles and consider how to socialise and resource feminism amongst its partners.

Annexure

Semi-structured interviews conducted for the financial year June 2022 to July 2023 review

1. Interviews with partners

Potential questions for FY 22/23 review

Effectiveness of support: How, if at all, has IWDA contributed during the past year to your organisation's achievements?

Could IWDA have done anything differently to provide more support to your work?

How has IWDA stepped up in terms of resource mobilisation? (*STEP UP and use their power to leverage resources and access for women's rights organisations, and make their own contribution to feminist movements.*)

Probe -- through providing (additional) money, skills, access, flexibility (IWDA's Strategy 1)?

How has IWDA demonstrated standing with -

Probe – through convening and movement-strengthening to advance a collective agenda (IWDA's Strategy 2)?

Probe -- through organisational strengthening (incl. learning) – enabling your org to deliver on your goals/strategy?

Probe – through enabling locally-led, national, regional systemic change?

Embodying values: In the past 12 months did IWDA do anything that surprised you (positive or negative) in their work? If so, what?

Do you have any examples where IWDA has (or should have) stepped back?

Probe- *STEP BACK when others are better placed to take the lead.*

Can you provide feedback on how IWDA can be more effective as a solidarity actor?

Probe - *STAND WITH feminist movements in solidarity and amplify the work of Majority World actors.*

Probe – IWDA's FACT values (feminist, accountable, collaborative, transformative)

Probe – decolonial values (relational, ownership, co-designing, collective efforts, supporting local led efforts)

IWDA Relevance: Do you have any feedback about what you value most about IWDA’s approach to its work?

Do you have any feedback on how IWDA could be a more effective solidarity actor?

Communication and IWDA’s accountability: How would you provide feedback to IWDA?

Do you feel comfortable providing feedback to IWDA?

Are there any issues that you think IWDA needs to sit with? (*SIT WITH uncertainty, embrace communal learning and deep listening, and accept that time is needed to collectively discern the best course of action.*)

Probe – Thinking of a specific issue – have you felt heard, have you been able to resolve it together?

2. Interviews with funders

Potential questions for FY 22/23 review

What is your relationship to IWDA?

Please describe the key interactions you’ve recently had with IWDA (Note: 2022-23 is the focus of this review but other interactions provide important context)

Probe: Which of IWDA’s five strategies are most closely related to the work you do with IWDA?

STRATEGY 1: We resource diverse women’s rights organisations primarily in Asia and the Pacific with money, skills and access

STRATEGY 2: We support global and regional convening and strengthening of movements to advance gender equality

STRATEGY 3: We transform discourse on gender equality through knowledge creation and translation

STRATEGY 4: We leverage our locational power for advocacy and influence

STRATEGY 5: We ensure our own organisational sustainability, wellbeing, diversity and feminist practice

How (if at all) does IWDA’s work contribute to your organisation’s goals and vision?

What do you think IWDA does effectively? Why/how?

In the past 12 months did IWDA do anything that surprised you (positive or negative) in their work? If so, what?

Probe – IWDA’s FACT values (feminist, accountable, collaborative, transformative)

Probe – decolonial values (ownership, co-designing, collective actions)

Probe – do IWDA’s values make it a more effective organisation?

Do you have any feedback on how IWDA could be a more effective organisation?

Do you have any feedback on how IWDA could make a more effective contribution to resourcing feminist movements and/or promoting systemic change towards gender equality?

3. Interviews with collaboration stakeholders

Potential questions for FY 22/23 review

What is your relationship to IWDA?

Please describe the key interactions you’ve recently had with IWDA (Note: 2022-23 is the focus of this review but other interactions provide important context)

Probe: **Which of IWDA’s five strategies are most closely related to the work you do with IWDA?**

STRATEGY 1: We resource diverse women’s rights organisations primarily in Asia and the Pacific with money, skills and access

STRATEGY 2: We support global and regional convening and strengthening of movements to advance gender equality

STRATEGY 3: We transform discourse on gender equality through knowledge creation and translation

STRATEGY 4: We leverage our locational power for advocacy and influence

STRATEGY 5: We ensure our own organisational sustainability, wellbeing, diversity and feminist practice

| |
|--|
| What, if any, achievements do you feel IWDA has contributed to in your joint area of interest? |
| What do you think IWDA does effectively? Why/how? |
| In the past 12 months did IWDA do anything that surprised you (positive or negative) in their work? If so, what? Probe – IWDA’s FACT values (feminist, accountable, collaborative, transformative) Probe – decolonial values Probe – do IWDA’s values make it a more effective organisation? |
| Do you have any feedback on how IWDA could be a more effective organisation? |
| Do you have any feedback about what you value most about IWDA’s approach? |
| What, if any, role do you see IWDA playing in your future work? |

4. Online Survey Questions

Opening Statement

This survey is part of a two-tiered anonymous feedback process, to enable organisations that engage with IWDA, including women’s rights and feminist organisations IWDA partner's with, to provide anonymous feedback on their work during FY 2022/23.

We are particularly interested in stakeholders’ perceptions of the effectiveness and relevance of IWDA’s work, as well as the extent to which IWDA operationalises their values.

Your participation in this survey will help inform IWDA's ways of working moving forward.

We thank you for your time.

1. What is your relationship to IWDA? (set up multi-options)
 - My organisation receives funding under a contract held by IWDA
 - My organisation provides funding for a contract held by IWDA
 - My organisation collaborates with IWDA, without any funds being exchanged
 - Other (please specify)

Statement 2

The next set of questions looks at IWDA's overarching approach to understand and leverage locational power so that IWDA knows when to:

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

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

STEP BACK when others are better placed to take the lead.

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

More information on IWDA's Strategic Plan is accessible here:

https://iwda.org.au/assets/files/IWDA_StrategicPlan_202325_Final.pdf

Statement 3

This section looks at IWDA's effectiveness in providing support to partners, stakeholders and collaborators.

2. What is your relationship to IWDA? Please describe the key interactions you've recently had with IWDA (2022-23 is the focus of this review but feel free to include other interactions as they provide important context)

-
3. Which of IWDA's five strategies are most closely related to the work you do with IWDA?

- STRATEGY 1: We resource diverse women's rights organisations primarily in Asia and the Pacific with money, skills and access
- STRATEGY 2: We support global and regional convening and strengthening of movements to advance gender equality
- STRATEGY 3: We transform discourse on gender equality through knowledge creation and translation

- STRATEGY 4: We leverage our locational power for advocacy and influence
- STRATEGY 5: We ensure our own organisational sustainability, wellbeing, diversity and feminist practice

4. What, if any, achievements do you feel IWDA has contributed to in your joint area of interest?

5. What do you think IWDA does effectively? Why/how?

6. Can you provide feedback on how IWDA can be more effective as a solidarity actor?

7. How has IWDA stepped up in terms of resource mobilisation?

8. Please rate the effectiveness of IWDA's work with your organisation during the financial year June 2022 to July 2023.

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|---|---|---|---|---|---|---|---|---|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|---|---|---|----|

9. Do you have any feedback on how IWDA could be a more effective organisation?

Statement 4

This section looks at IWDA's relevance in providing support to partners, stakeholders and collaborators

10. How (if at all) has IWDA contributed during the past year to your organisation's achievements?

11. Do you have any feedback on how IWDA could make a more effective contribution to resourcing feminist movements and/or promoting systemic change towards gender equality?

12. Could IWDA have done anything differently to provide more support to your work?

13. a. How has IWDA demonstrated 'standing with'?

b. What, if any, achievements do you feel IWDA has contributed to in your joint area of interest?

These questions is designed and framed against IWDA's Strategic Plan (i.e. Step Up, Stand with, Step back and Sit With)

14. What, if any, role do you see IWDA playing in your future work?

15. Please rate the relevance of IWDA's work during the financial year June 2022 to July 2023.

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|---|---|---|----|

Statement 5

This section looks at how well IWDA embodies their values with partners, stakeholders and collaborators.

16. Do you have any feedback about what you value most about IWDA's approach to its work?

17. What were some examples where IWDA has (or should have) stepped back?

18. Please rate IWDA's practice of its values during the financial year June 2022 to July 2023.

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|---|---|---|---|---|---|---|---|---|----|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
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19. Are there any issues that you think IWDA needs to sit with?

This question is designed and framed against IWDA's Strategic Plan (i.e. Step Up, Stand with, Step back, Sit With)

20. In the past 12 months did IWDA do anything that surprised you (positive or negative) in their work? If so, what?

21. Please provide any additional feedback or comments on IWDA's work during the financial year June 2022 to July 2023.

End Statement

Thank you for participating in the survey. Your feedback is important and will help IWDA improve future ways of showing solidarity, collaboration and partnership.