

IWDA STRATEGIC PLAN MONITORING, EVALUATION AND LEARNING REPORT 2018-2019

JANUARY 2019

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Executive Summary

The 2018-19 financial year was a challenging year for IWDA. At a macro-level, the organisation took significant action to redress a historical compliance issue, undertook a restructure and took action towards future sustainability. These all claimed the focus and attention of the CEO, Leadership, People & Culture and Finance teams for approximately two-thirds of the period under review. The intensive requirements for managing these processes were overlaid on an operating context where goals for income generation were high, and staff expectations around organisational culture were also raised through the process of the first organisational away day held since 2013..

Operationally, IWDA set itself an ambitious annual operational plan with 270 deliverables outlined against our 71 strategies and five goals in the strategic plan. The annual operational plan reflects both work undertaken and delivered by IWDA staff, as well as work that IWDA does to support our partners to deliver their own priorities. At year's end, 72% of IWDA's deliverables were completed or on-track, while 20% were off-track or were requiring course-correction. 8% of deliverables were dropped through the year;¹ an admirable result given the competing priorities for Leadership and staff. These figures varied significantly across goals.² Goal 1, Women's leadership and participation, had the highest proportion of completed and on-track deliverables (86%), with the rest of the goals sitting between 68-72% for on-track and completed. Goal 3, Women's economic empowerment, had the highest proportion of deliverables with off-track or some issues at 26%, with the other goals sitting between 17-22% for off-track or some issues. Goal 2, Safety and security, reported the highest number of dropped activities (13%) and this was largely driven by delays to planned pieces of analysis coming from IDM data to inform further thinking on safety and security programming.

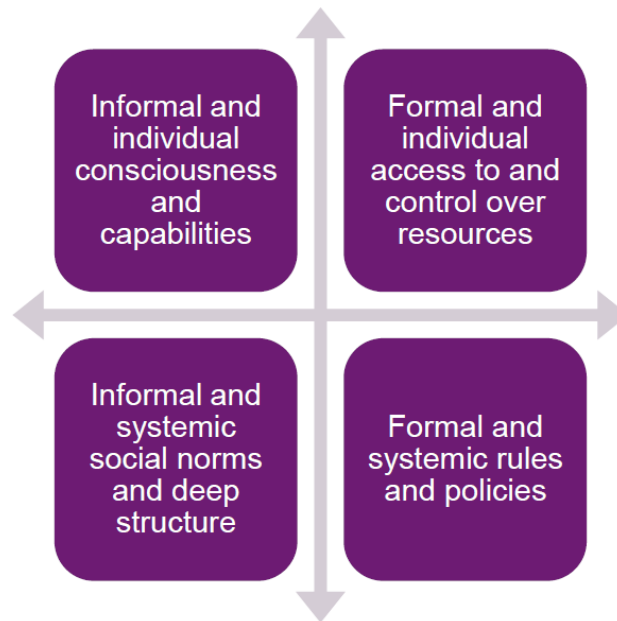
While these numbers are instructive to an extent, it is their limitations (discussed in section Overview of Annual Operating Plan 2018-19) that point to key lessons for future incorporation, such as: the need for greater strategic clarity and focus; refinement of IWDA's operating model in line with new internal and external realities; investment in technological solutions for monitoring, learning and evaluation data entry and retrieval; and considering how our human resources can best be organised and deployed to deliver our strategic goals.

The Gender@Work Framework³ and its four domains of change are part of IWDA's overall theory of change for the strategic plan. The Gender@Work Framework articulates a view of transformative change based on the pursuit of change in four domains: the formal/individual; informal/individual; formal/systemic; informal/systemic. The diagram below shows these domains of change:

¹ Figures are rounded to the nearest whole number.

² The five goals are: 1) Women's leadership and participation. 2) Safety and security, 3) Women's economic empowerment, 4) Systemic change, and 5) Sustainability and Accountability

³ <https://genderatwork.org/analytical-framework/>



Goals 1-3 (Women’s Leadership and Participation, Safety and Security and Women’s Economic Empowerment) report on achievements against these four domains. Goal 4 on Advancing Systemic Change focuses significantly on quadrant four of the Gender@Work Framework (formal/systemic), and reports only on notable achievements, and Goal 5: Organisational Sustainability and Accountability similarly reports against notable achievements as IWDA’s organisational health and strength is a foundation for the other changes that we seek through our work.

A review of each goal reveals significant achievements and progress occurred over the 2018-19 time period. These include:

- **Goal 1: Women’s Leadership and Participation**
 - 3305 women secured new formal and informal leadership roles and engaged in collective action;
 - IWDA and our Timor-Leste partner, CAUCUS, delivered a successful learning, exchange and solidarity program between female MPs in Timor-Leste and Australia, which was also the first official visit since the 2013 spying scandal¹;
 - 716 participants engaged and empowered to use their leadership to influence outcomes at district, divisional, national and regional forums;
 - 51,561 people reached with awareness raising and training on women’s equal rights and gender issues.
- **Goal 2: Safety and security**
 - 301 women human rights defenders and 66 male advocates trained in working with survivors of violence and perpetrators to improve understanding of women’s right to safety and security;
 - 3400 survivors of violence supported with counselling and services through partner-run safe houses in PNG, Solomon Islands, Cambodia and Myanmar.
- **Goal 3: Women’s Economic Empowerment**
 - First year pilot with partner GADC reveals participation led to 50% of women reporting change in their spouses’ behaviour with men taking on more household responsibilities. 83% of women reported feeling more empowered to make business decisions.

- 698 people (580 women and 118 men) participated in economic and vocational training to improve access to sustainable livelihoods.
- **Goal 4: Systemic Change**
 - Development of the RPA Framework supported a re-cast of RPA as a function of IWDA's work rather than just a team at IWDA. The recasting in this way was also important in paving the way for the creation of the new Knowledge Translation Team in the restructure;
 - Furthering our reputation for feminist policy leadership
- **Goal 5: Sustainability and accountability**
 - Business as usual financial activities maintained, including compliance and financial sustainability, albeit acknowledging areas for improvement for future financial risk management
 - Exceeding targets in IWDA's communications and fundraising, and strengthening IWDA's overall approach to bid management.

This report looks to further understanding these achievements in context by taking a focus on surfacing and examining the enablers and barriers of our work in 2018-19. 22 enablers and 24 barriers of IWDA's work were identified through a participatory process with the staff using team-based consultation.⁴ These are discussed further in the section 'Reporting on Key Evaluative Question 5.1.' The time lag between completing this report and the conclusion of the 2018-19 year under review mean that a number of the barriers are already benefitting from action, most notably those in the category of strategic clarity and organisational culture, where the subsequent mid-term evaluation of the strategic plan (and adoption of its recommendations by the Board) and the decision to move up the closure date of the current strategic plan are providing redress to these issues. Additional barriers of our work include:

- operating within an 'over-programmed' environment which makes it possible to ask ourselves whether we are doing things right, but leaves little space for asking ourselves if we are doing the right things;
- challenges due to our current reliance on a grant-dependent operating model;
- limitations to our systems and processes, and;
- HR issues related to a lack of diversity, turnover and technical capacity gaps.

The cited enablers of our work also valuably point to areas for continued good practice and strengthening. They include:

- the responsiveness and flexibility we demonstrate with our partners, including providing flexible funding and core support to our partners;
- working within a framework of systemic change to support transformative impact;
- positive relationships and trust with the Board;
- the work IWDA does in knowledge creation and; a culture of learning and quality.

To aid our practice as a learning organisation the annual organisational MEL report concludes with a deep dive into Women's Leadership. This section is a meta-analysis of the evaluative work undertaken in recent years related to IWDA's work on Women's Leadership. The deep dive explores the learning and significant changes achieved through IWDA's portfolio of programming for: i) Women leaders within civil society organisations and networks; ii) Women leaders in elected and formal political leadership roles; iii) Women leaders in social, economic, cultural and informal leadership roles, and iv)

⁴ Not all barriers and enables appear in this version of the report.

Public, private and duty-bearer perceptions of women’s leadership. A common theme emerges from the meta-analysis of IWDA’s diverse programming and research on Women’s Leadership, namely, the interrelationship between outcomes which enable **individual women leaders** and those which enable the **collective leadership of women**. While IWDA and its partners are achieving significant results in both areas, the interrelationship requires IWDA to explicit consider when, and to what degree, it focuses on each. Do we adequately recognise the nuances of ‘women’s leadership’ programming and is this reflected in how we track our contributions to change?

As an organisation 2018-19 represents a year of achievement where we faced important, unexpected organisational challenges and navigated them alongside a large body of planned and contracted work. We have done so in line with our organisational values—feminist, accountable, collaborative, transformative-- and close the year in a stronger position than we started.

List of Enablers and Barriers for 2018-19

Strategic Clarity and Organisational Culture	
Enablers	Barriers
<ul style="list-style-type: none"> Using a systemic change framework; organisational restructure; Board trust and support; breaking down of team-based silos; culture of commitment and quality 	<ul style="list-style-type: none"> lack of strategic clarity provided by the strategic plan, including on IWDA’s identity; over programming in the annual operational plan and high workload; organisational restructure and remaining team-based silos; difficulty expressing the nature of IWDA's work in accessible terms for lay audiences
Resourcing (Human and Financial)	
Enablers	Barriers
<ul style="list-style-type: none"> high caliber staff; significant investment into the organisation from the IWDA foundation; provision of flexible and core support to partners; technical capabilities 	<ul style="list-style-type: none"> lack of staff diversity; grant-dependent operating model; staff turnover and gaps; partners' reliance on volunteers; lack of technical skills, such as legal, Size vs expectations
Systems, Processes, Tools and Practices	
Enablers	Barriers
<ul style="list-style-type: none"> donor relationships and engagement; aligning and standardising IWDA practice in key areas, including with reference to external good practice; creation of convening spaces for cross-movement connections; identifying and filling knowledge gaps; piloting new initiatives in strategic MEL such as verbal reporting; 	<ul style="list-style-type: none"> one-size fits all approaches for some financial, reporting and contractual processes of IWDA; incomplete realisation of Netsuite benefits; resource intensive whole-of-organisational MEL with limited audience; tensions between fundraising communications and rights-based messaging

<ul style="list-style-type: none"> increasing evidence-driven practice in fundraising, campaigning and donor management 	
External Operating Environment (in Australia and in partner contexts)	
Enablers	Barriers
<ul style="list-style-type: none"> increased mainstream conversation on gender and feminism; compliance driven opportunities to improve policy and practices 	<ul style="list-style-type: none"> shrinking civil society space and related safety risks; Global backlash on women’s rights data privacy law changes; geographical distances to key global arenas and high human, financial and environmental costs of travel increasing compliance requirements across all aspects of the business
Partnerships	
Enablers	Barriers
<ul style="list-style-type: none"> responsiveness and flexibility in our partnerships; advocacy and influencing work of our partners; learning opportunities generated from partnership challenges 	<ul style="list-style-type: none"> navigating the diversity of partners’ own governance and operating processes; expanding operational relationships with partners beyond the partnerships team

Context

2018-19 was a significant year for IWDA with the organisation experiencing substantial change, including a restructure, and undertaking significant collaborative activities, such as a Movement Building WAVE all partner workshop and the first organisational away-day since 2013. 2018-19 was also the first full year of implementation of the organisation's Income Plan, and IWDA undertook a mid-term review (MTR) of the Strategic Plan in addition to mid-term reviews of key programs such as the WAVE and We Rise programs. Approximately two-thirds of the year under review saw a focus on redress for the compliance underpayment issue and subsequent work to address IWDA's financial position. For one-third of that period the leadership team was experiencing significant flux with new leadership roles created through the restructure, departures of some leadership team members and appointments of others.

In October 2018, IWDA held a two-day workshop for all staff to come together to reflect on IWDA as an organisation. Using modules from the Feminist Organisational Capacity Strengthening (FOCS) tool that IWDA developed with Gender@Work under the WAVE program, the away day enabled insight and reflection into organisational strengths and focus areas for the future. Six key themes emerged for future focus: improve/simplify our systems and processes; address workload issues; translate our values into practice; invest in greater diversity; manage the tension between attracting funds and values-based campaigning; diversify our funding sources.

Shortly after this organisational day, a People & Culture (P&C) compliance issue was identified related to staff underpayment. Addressing this compliance issue absorbed significant focus and energy from the CEO, Leadership, P&C and the Finance team to rectify the problem. Addressing this substantial issue slowed progress on the outcomes from the organisational away day. It also highlighted IWDA's financial sustainability challenges, particularly the organisation's low financial reserves. In response, the CEO led a process involving the leadership team and the Board to take significant action to improve the financial sustainability of IWDA. As part of that work there was a restructure of the leadership team and a reorganisation of teams across IWDA. The restructure was a time of transition and uncertainty for the organisation but the results (which are already visible and will continue to play out in 2019-20) aim to improve efficiency in IWDA, break down silos and reduce operating costs.

In June 2019, IWDA, as part of the WAVE program, hosted an all partner workshop in Cambodia, which was facilitated by leading feminist academic Srilatha Batliwala. This workshop and Srilatha's feedback to IWDA raised important questions for IWDA around our identity and role in the women's rights movement and our approach to partnership.

These questions were put to the organisation at the same time as the organisational restructure was resolving and opened up pathways of conversation in the organisation that will bear fruit in 2019-2020 and into IWDA's next strategic plan.

While this year was challenging for the organisation, we continued our work towards gender equality for all and achieved positive progress towards our goals, as detailed in this report.

Methodology

In 2018-19 the work of IWDA was guided by the strategic plan 2016-2021. In that plan we have five goals and 71 strategies. In 2018-19 we also articulated 270 key deliverables to support us to achieve our goals.

Deliverables are tracked quarterly through the year and progress is analysed and discussed with Directors and Senior Managers of the organisation. This provides shared visibility as well as acting as a reoccurring opportunity to adjust course or make strategic decisions on how best to direct our limited resources. Activities may be achieved, dropped or altered in response to context, resourcing, coherence, and impact. Reporting these changes is done through this quarterly monitoring process and provides an important source of information from which to undertake the annual analysis contained in this report.

In addition to quarterly monitoring data, additional data points were collected. The Core MEL team⁵ requested and reviewed documents (52 in total) from each team at IWDA to inform the content of the 2018-19 organisational MEL report. Following review of the documents by members of the Core MEL team, a facilitated consultation was led with each of the following teams or sub-teams:

- Programs Team; IDM; RPA; People and Culture; Fundraising and Communications; Finance; and Leadership

In line with the MEL Framework and the agreed focus of the 2018-19 organisational MEL report, the emphasis of these facilitated reflection activities was on evaluative sub-question 5.1: What were the barriers and enabling factors to IWDA's delivery of our Strategic Goals?

Following the team-based consultations the Core MEL team held a three-hour analysis session to do sense-making of the emerging barriers and enablers to the organisation's achievements, as raised by the teams themselves. The analysis session was followed by individual drafting, presentations to staff and leadership, and the production of a final report.

Most of the team reflection activities were between 60-90 minutes which is a limitation of the process given the objective of validating the achievements across a full financial year in addition to drawing out key learning. However, the shorter, focused duration of these activities responds directly to critique from earlier years that the MEL process is too burdensome. The 2018-19 process aimed to extract key information, without being extractive, and vested responsibility for initial meaning-making with teams, to be carried to conclusion by the Core MEL team. The reliance on the Core MEL team to take a sufficiently broad view of activity across the organisation is another limitation. This is off-set by the cross-functional representation in the Core MEL Team. A final limitation to be noted is that much of the documentation used for this report was produced for purposes other than whole of organisational MEL reporting.

⁵ The Core MEL team is a cross-functional group within the organisation that supports organisational monitoring, evaluation and learning. It consists of: Director, Knowledge Translation and IDM; Senior Program Manager, Quality; Research, Policy and Advocacy Advisor, Research Policy and Advocacy Coordinator/Programs Team Program Coordinator.

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

Overview of the Annual Operating Plan 2018-19

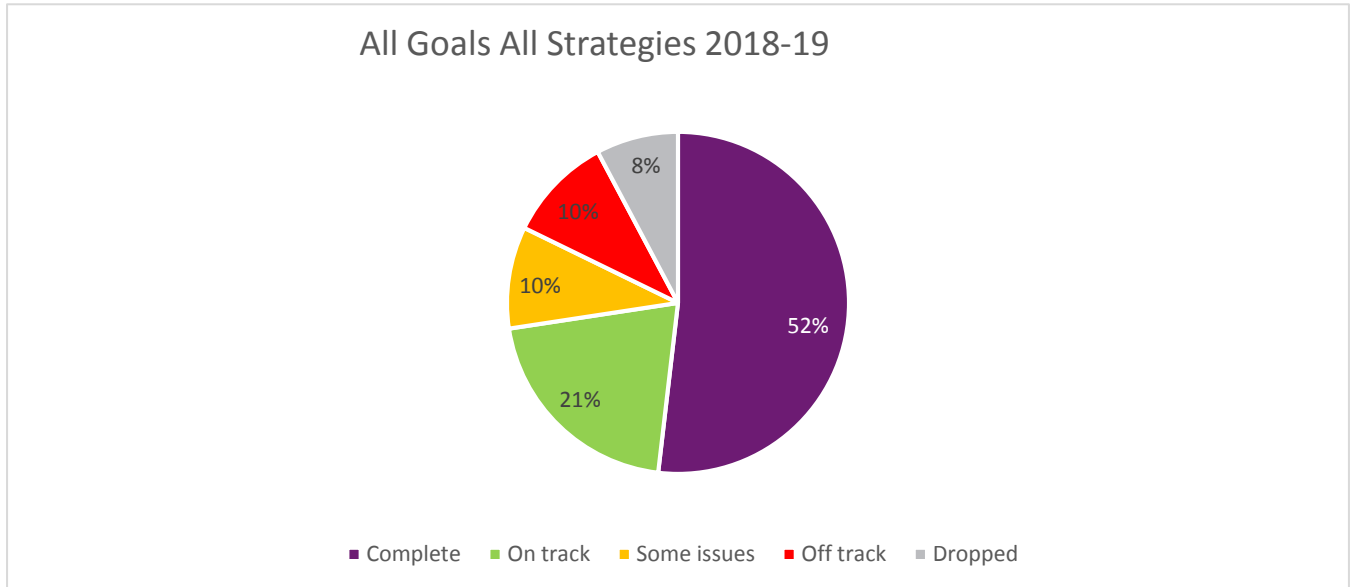
As noted above, the 2018-19 Annual Operating Plan had 270 deliverables aligned to the 71 strategies and five goals of the IWDA strategic plan. Quarterly monitoring data shows that in the course of the year 72% of those deliverables were achieved or on-track (where on-track relates to an activity that is undertaken over the course of two financial years or is a cyclical activity). 20% of activities were off-track or requiring course correction and 8% were dropped. These figures are depicted in Table 1 and Chart 1, below.

These figures varied significantly across goals. Goal 1, Women’s leadership and participation, had the highest proportion of completed and on-track deliverables (89%) with the rest of the goals sitting between 68-72% for on-track and completed. Goal 3, Women’s economic empowerment, had the highest proportion of deliverables with off-track or some issues at 26% with the other goals sitting between 17-22% for off-track or some issues. Goal 2, Safety and security, reported the highest number of dropped activities (13%) and this was largely driven by delays to planned pieces of analysis using IDM data to inform programming in safety and security. While these numbers are instructive to an extent, it is their limitations which point to key lessons for future incorporation.

Table 1: Deliverables per Goal and status of those activities at end 2018-19

Goal #	Goal Description	Complete	On Track	Some Issues	Off Track	Dropped	Total	% of strategies
1	Women’s leadership and participation	37	1	4	1	0	43	16
2	Safety and security	22	6	5	2	5	40	15
3	Women’s economic empowerment	16	3	3	4	1	27	10
4	Systemic Change	16	21	7	4	3	51	19
5	Sustainability and Accountability	49	25	7	16	12	109	40
	Total	140	56	26	27	21	270	100
	Per cent (to one decimal place)	51.8%	20.7%	9.6%	10%	7.7%	99.8%	

Chart 1: Percentage of deliverables and their status at end 2018-19



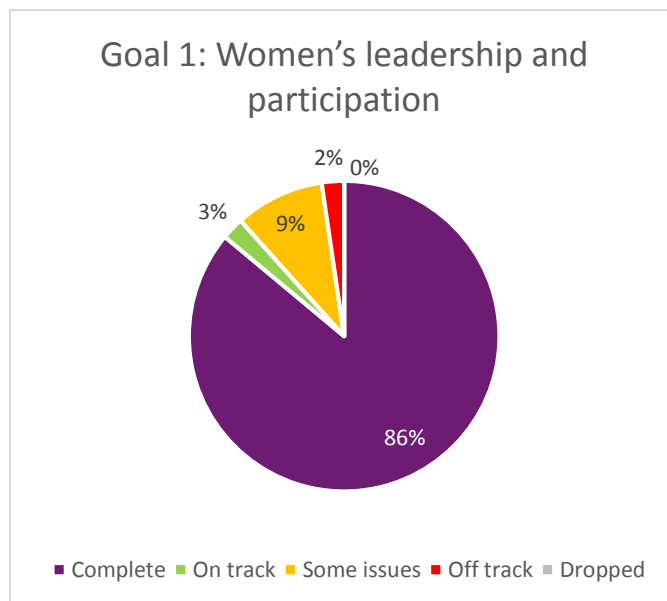
The first limitation is that different parts of the business have framed their deliverables in different ways meaning that some represent one-off, time-bound activity while others may represent on-going or cyclical activities of a team. This makes it difficult to consistently apply statuses and to treat all 270 activities in the same way. The second reason it is difficult to determine meaning from these figures is that different parts of the business, and indeed, different individuals responsible for providing monitoring data on a quarterly basis have interpreted the categories (completed, on track, some issues, off track, dropped) in different ways. The lack of agreed criteria for these statuses can cause challenges in interpreting the picture of how progress is tracking. However, annual analysis as part of Strategic Plan MEL reporting and the process of the Mid-Term Review of the Strategic Plan have diagnosed these operational issues and actions to address them have been endorsed. The corrective actions, include those endorsed by the Board in September 2019 arising from the Mid-Term Review include:

- A) Drawing the 2016-2021 plan to conclusion a year early, in 2020, to ensure our strategy is relevant for the dynamic context;
- B) For reporting purposes in 2019-20 it has been agreed to:
 - a. Combine some strategies where they duplicate
 - b. Reframe some strategies to get to the strategic intent rather than the associated activity, as named in the original plan
 - c. Acknowledge a difference between business as usual (BAU) work and annual operational deliverables and shift BAU work to team-based plans where possible
 - d. Articulate a standard method for assigning a status to an activity to bring uniformity to the quarterly updates and aid in analysing monitoring information derived through that process;
- C) To continue to transform the IWDA organisation structure and continue to pursue the benefits and efficiencies that this new structure is intended to deliver, including increasing department integration through mechanisms such creating a Knowledge Translation working group and creating positions such as the Operations Manager to improve administrative efficiencies.
- D) To focus on building stronger integration between organisational and program outcomes, building on the significant achievements in MEL to-date to streamline project data-collection.

Overview Goal by Goal

As described above, teams have reflected on the results achieved in 2018-19 and have been supported with analysis from the Core MEL Group to summarize the progress made by goal area. While outcome-level reporting is desirable, IWDA acknowledges that due to data collection and analysis limitations, the reporting of quantitative and qualitative information on an annual basis often produces output-level results. Stronger articulation of outcome-level changes and learning is an ongoing area for improvement, and at present, is best reflected in IWDA's evaluative evidence base (over multiple years)—such as what has informed the final section of this report a Deep Dive on Women's Leadership.

Goal 1: Women's Leadership and Participation



Understanding our progress against the Gender@Work framework:

Quadrant One: Informal and individual consciousness and capabilities:

IWDA's focus in this quadrant is to support individual women's confidence, knowledge, skills and leadership capacity to increase opportunities for formal and informal leadership, including in elected, political roles.

Notable progress in 2018-19 include:

- IWDA programs supported 3,305 women to secure new formal and informal social, economic and political leadership

roles and engage in collective action, including in the Fijian election and in preparation for the Bougainville referendum.

- In PNG, IWDA partner Nazareth Centre for Rehabilitation (NCfR) trained Women Human Rights Defenders who then applied their learning to lead on community awareness raising community projects such as building resource centres and start education programs and engage with Local-level Government (LLG) and the Autonomous Bougainville Government (ABG).
- In Fiji, GIRLS Club members, supported by IWDA partner Fiji Women's Rights Movement (FWRM), have demonstrated increased confidence and co-facilitated two workshops at the Second Pacific Feminist Forum with 45 participants representing women's rights organisations from across the Pacific.
- In Timor Leste, IWDA and partner CAUCUS delivered a successful learning and exchange program between Australian and Timorese women Members of Parliament which was the first official visit since the 2013 Australia-Indonesia spying scandal.

Quadrant Two: Formal and individual access to and control over resources; voice, freedom from violence and access to services:

IWDA's focus in this quadrant is to support, accompany and amplify women's voices at national, regional and global decision-making fora.

Notable progress in 2018-19 include:

- Through the ANCP program, IWDA supported our partner FemLINKpacific to host:
 - 30 district level convenings engaging 443 rural women,
 - nine divisional convenings engaging 211 rural women, and;
 - 62 representatives from Tonga, Vanuatu and Solomon Islands in the Women's Weather Watch empowered to influence in national and regional forums.
- In the We Rise Coalition, women were supported to:
 - use intergenerational skill-sharing and research to collect the views of diverse Fijian women, and;
 - ensure geographically diverse women could attend and influence in global and regional decision-making spaces such as the second Pacific Feminist Forum which included 148 diverse women from across 12 Pacific Island Countries.

Quadrant Three: Informal and systemic social norms and deep structure:

IWDA's focus in this quadrant is to increase awareness and provide training on women's equal rights and gender issues.

Notable progress in 2018-19 include:

- 51,561 people reached, including sharing messages from ground breaking research such as the lived realities of Sexual orientation, gender identity and expression of sexual characteristics (SOGIESC)-diverse Fijians, and family violence experienced by lesbian, bisexual, transgender (LBT) people in Cambodia.
- Significant field research conducted under the WAVE program on the public perceptions of women's leadership and their leadership journeys, to inform future advocacy and awareness raising messages.

Quadrant Four: Laws, policies and practices, including access to decision making spaces and keeping decision-makers accountable:

IWDA's focus in this quadrant is to undertake advocacy and influencing activities with government partners on policy and programs to secure positive reforms and demonstrate the value of engaging with women's rights organisations and civil society in global and domestic governance.

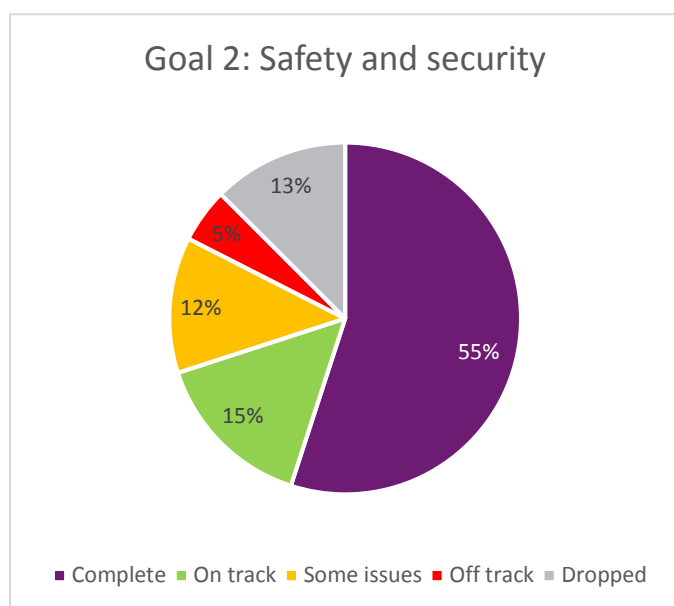
Notable progress in 2018-19 include:

- The We Rise Coalition's delegation to the 63rd session on the Commission of the Status of Women influenced the negotiating positions of the Governments of Fiji, Republic of Marshall Islands, Tonga and Samoa
- In Timor Leste, under the WAVE program, analysis by IWDA partner, ALFeLa, has led to some cases where judges have considered relevant articles, conventions and international frameworks when ruling, and ALFeLa and IWDA partner Alola Foundation (Alola) collected data for the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW).
- In PNG,
 - The Community based Ward Development Planning process developed by IWDA partner Wide Bay Conservation Association (WBCA) enabled communities to create their own Ward Development Plans and feed into local government planning. As a result, the East Pomio local level government will develop 13 Ward Development

Plans with the active participation of communities, including women. This has increased transparency and accountability and empowered communities

- IWDA partners NCfR and Bougainville Women's Federation (BWF) worked with stakeholders, including Leitana Nehan Women's Development Agency and others, on a women's petition to ABG asking for a peaceful referendum and women's rights
- In PNG and Solomon Islands IWDA partners strongly contributed to increased political awareness and support for Temporary Special Measures (TSM) for women's political representation has been building. In Solomon Islands, for example, IWDA partner WRAM's ongoing strategic advocacy efforts to build political support for TSMs has paid off with four of the country's Provisional Government Assemblies endorsing the inclusion of TSMs for women to take up a quota of positions in the Provincial Government Assembly.
- In Myanmar increased consideration of the value of voluntary party gender quotas is gaining attention
- Four villages in Myanmar adopted village rules prohibiting men from marrying women under 18 years of age as a result of ongoing advocacy and community exchanges by IWDA partner Ta'ang Women's Organisation (TWO).

Goal 2: Safety and Security



Understanding our progress against the Gender@Work framework:

Quadrant One: Informal and individual consciousness and capabilities:

IWDA's focus in this quadrant is to increase individuals' understanding of human rights and women's right to safety and security via training, and increased confidence, knowledge and voice.

Notable progress in 2018-19 includes:

- In PNG IWDA partner NCfR provided training to 301 WHRD and 66 male advocates to support their work in the community working with survivors of violence and perpetrators

- In the Solomon Islands, IWDA partner Family Support Centre (FSC) community volunteers increased their confidence in a survivor-centred approach and their role in referral pathways.
- In Fiji:
 - IWDA partner FRWM provided training and inter-generational connection to the women's rights movement for 30 girls, supporting them to articulate their safety and security concerns and advocate to duty bearers. FWRM also conducted a Training of Trainers series based on its sexual harassment research.
 - IWDA partner Diverse Voices and Action for Equality (DiVA for Equality) provided training with police and police cadets on LGBTQI human rights and safety and security issues.

Quadrant Two: Formal and individual access to and control over resources; voice, freedom from violence and access to services:

IWDA's focus in this quadrant is to increase access and quality of services, including counselling and safe houses.

Notable progress in 2018-19 includes:

- Safe houses in PNG, Solomon Islands, Cambodia and Myanmar reached over 3400 survivors of violence through counselling and support services.
- In the Solomon Islands, IWDA partner Christian Care Centre (CCC) improved the quality of services provided to survivors of violence through the building of a new centre with child friendly spaces and increased accessibility for women with a disability, and increasing the staff's knowledge and application of rights based and survivor centred approaches, better aligning CCC practice with SafeNet Guidelines, recruitment of a Legal Assistant and embedding a clinical supervision model in their organisation.

Quadrant Three: Informal and systemic social norms and deep structure:

IWDA focus in this quadrant is to increase awareness of women's safety and security through a mix of approaches including campaigns, engagement with men's networks, and school-based programming.

Notable progress in 2018-19 include:

- In Cambodia, a new partnership with Rainbow Community Kampuchea (RoCK) produced new research on family violence experienced by LBT community in Cambodia which was referenced in the NGO CEDAW Shadow Report and was used to support RoCK's advocacy on SOGIESC rights in Cambodia's UN Human Rights Council's Universal Periodic Review process.
- In PNG, IWDA partner NCfR organised 18 large scale awareness activities reaching over 4000 people and held the Bougainville Women Human Rights Defender's Forum with 192 people. NCfR also began a new program in March 2019 working in seven schools in North Bougainville with peer educators around family violence.

Quadrant Four: Laws, policies and practices, including access to decision making spaces and keeping decision-makers accountable:

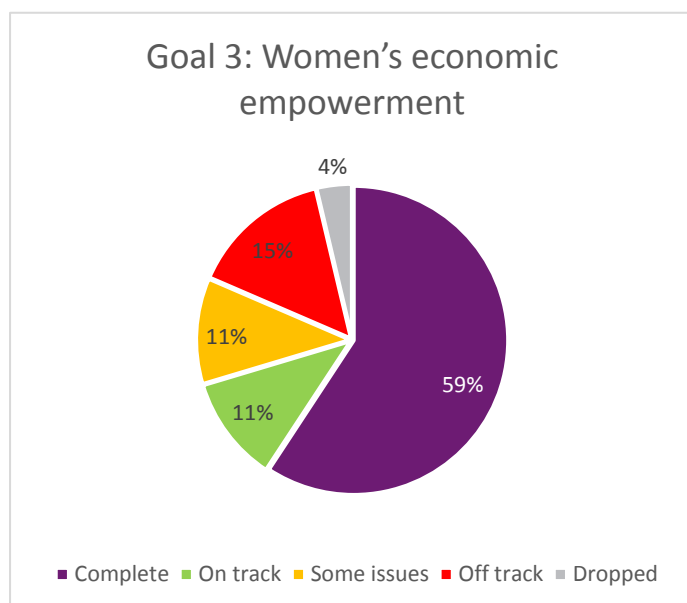
IWDA's focus in this quadrant is to undertake advocacy and influencing activities with government partners on policy and programs to secure positive reforms and demonstrate the value of engaging with women's rights organisations and civil society in global and domestic governance.

Notable progress in 2018-19 include:

- In PNG:
 - IWDA partner Voice for Change (VfC) worked collaboratively with three local communities to develop local by-laws to control use of drugs and alcohol consumption and address violence against women and community safety
 - NCfR and networking partners lobbied for a Bougainville Safe House policy and increased government awareness of the need to support service provision for survivors of Gender Based Violence (GBV)
- In Timor Leste, partners conducted advocacy for law change and implementation for human trafficking, return to school and electoral law.
- In Myanmar, IWDA partner Women's League of Burma (WLB) parliamentary advocacy visits resulted in the deputy speaker of the Thanintharyi Regional Parliament making a commitment to form a sub-committee about violence against women with the support of local women's organisations.
- IWDA developed the Safety and Security Framework and worked with partners to develop and implement their Preventing Sexual Exploitation, Abuse and Harassment (PSEAH) policies to guide our and our partners work in women's safety and security.

Goal 3: Women's Economic Empowerment

Understanding our progress against the Gender@Work framework:



Quadrant One: Informal and individual consciousness and capabilities:

IWDA's focus in this quadrant is to support women workers to increase access to, and knowledge of, their rights and for men to increase their support of women's economic empowerment.

Notable progress in 2018-19 include:

- In Cambodia:
 - Sex workers had increased access to information and resources on their rights and were supported to participate in discussions and solidarity actions to collectively call for safer working and living conditions and the right to fair pay.
 - A first year pilot project by IWDA partner Gender and Development Cambodia (GADC) is revealing evidence of behaviour change with more equitable decision-making in the home being reported by couples involved. 50% of women engaged in the program reported a change in their spouses' behaviour with men taking on more responsibilities for the household; and 83% of women reported that they feel more empowered to make business decisions.
- In Solomon Islands:
 - WARA celebrated their 20th anniversary in July 2019, raising to date SBD 2 million (approx. AUD 353,000). These savings are helping women with school fees, household and community expenses and to also become engaged with agricultural businesses further enabling them to diversify their income and use the profits to invest in their small businesses.
- In PNG: IWDA partner Eastern Highlands Family Voice's (EHFV) work with men in life skills and livelihood training resulted in some male participants reporting that they had taken up non-traditional roles within the household to share the load of domestic work with their wives and were encouraging other men to do the same, and some women participants reporting a reduction in violence and saw more men supporting them to take up non-traditional roles.

Quadrant Two: Formal and individual access to and control over resources; voice, freedom from violence and access to services:

IWDA's focus in this quadrant is to support economic and vocational training for increasing access to improved and sustainable livelihoods.

Notable progress in 2018-19 include:

- Supported by the ANCP program, 698 people (580 women and 118 men) participated in economic and vocational training to assist them to access increased and sustainable livelihoods with support from WestAreAre Rokotaniken Association (WARA), Gender and Development Cambodia (GADC), Covalima Community Centre (CCC) and Eastern Highlands Family Voice (EHFV). For example, WARA works in the Solomon Islands to support women's financial literacy, savings and loans scheme, business development and good governance, and there is a high demand from other provinces for replicating WARA's success.
- Participants in trainings run by IWDA partner Covalima Community Centre (CCC) in Timor-Leste and members of WARA in Solomon Islands reported increased financial knowledge and confidence to step into positions of leadership in their organisations and communities. For example, one member of the women's economic group in Timor Leste used her leadership role within the group to increase her confidence and profile to take on further leadership roles such as chief of the government nutrition program in her village, and in the next local elections plans to run for Aldeia Chief.
- A training using the IWDA Do No Harm (DNH) toolkit at the Pacific Women PNG Annual Learning Workshop resulted in requests from other PNG organisations to use the toolkit, and a revised version of the Gender and Economy in Melanesia (floating coconut) toolkit and training was presented at the Women's Economic Empowerment Forum hosted by Pacific Women Shaping Pacific Development in Fiji in May 2019. IWDA needs to resource activities in subsequent years to monitor the outcome of these tools to determine their relevance and impact.

Quadrant Three: Informal and systemic social norms and deep structure:

IWDA's focus in this quadrant is to raise awareness of, and promote, women's rights and gender equality using a mix of approaches, including campaigns.

Notable progress in 2018-19 include:

- In Cambodia, IWDA partners United Sisterhood (US) and RoCK partnered with an additional six organisations and the Vagina Monologues as part of the Phnom Penh Festival to raise awareness and promote gender equality. More than 500 people attended these events and inclusive messages of sexuality, sexual orientation and sex work were amplified. The collaboration on these events also highlights the strength of partnerships developed through IWDA programs funded through Foundation for a Just Society (FJS).

Quadrant Four: Laws, policies and practices, including access to decision making spaces and keeping decision-makers accountable:

IWDA's focus in this quadrant is to undertake advocacy and influencing activities with government partners on policy and programs to secure positive reforms and demonstrate the value of engaging with women's rights organisations and civil society in global and domestic governance.

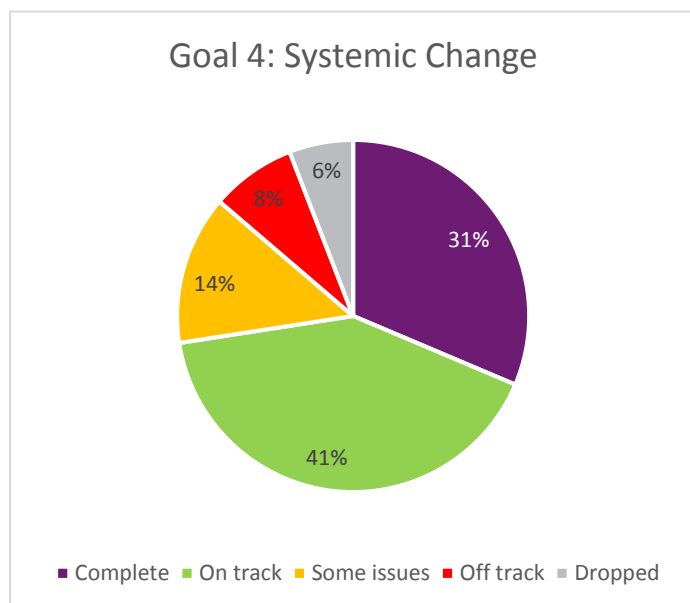
Notable progress in 2018-19 include:

- In Cambodia:

- IWDA partner through the United Sisterhood Alliance, Women's Network for Unity (WNU) engaged sex workers in analysing the situation around their rights and developing recommendations for WNU's CEDAW shadow report.
- IWDA partner through the United Sisterhood Alliance, Workers Information Centre (WIC) ran two community forums where garment workers and local authorities discussed issues including water and sanitation, rental costs, safety and security. WIC also provided a platform for garment workers to raise issues around labour rights and standards at international forums including CEDAW and ILO Conventions.
- IWDA partner through the United Sisterhood Alliance, Social Action for Community and Development (SACD) initiated an open letter to raise concerns about the Regional Comprehensive Economic Partnership (RCEP) and the possible impact on people's livelihoods, state accountability and people's rights to access basic social services. The letter was endorsed by 11 organisations and communities and was submitted to the Council of Ministers and Ministry of Commerce.

Goal 4: Advance Systemic Change

**NB: Goals 4 and 5 are not reported on using the structure provided by the Gender@Work Framework and its quadrants. This is because Goal 4 is solely focused on Quadrant 4 of the Framework related to efforts to change laws, policies and practices; and Goal 5 is focused on the strength and health of IWDA as an organisation, a pre-requisite for achieving our other successes. In these Goals we have taken an approach of reporting on key Progress of the time period.*



Notable Achievements

Increasing coherence of IWDA's research, policy and advocacy work across teams

In 2018-19 the Research Policy and Advocacy team finalised the "Framework to guide IWDA's research, policy and advocacy for systemic change for gender equality" (RPA Framework). The process to develop the framework included significant consultation across the organisation to define the scope and purpose and make connections between the RPA team and other areas of the organisation which also undertake research, policy and advocacy activities.

An important result of the Framework was re-casting RPA not just as a team in the organisation but as a function, critical to the success of IWDA's programming work, overall. The resulting Framework, captures the complexity of IWDA's work in this space, guides future decision making, and delivers a strategic roadmap for bringing coherence to research, policy and advocacy work done by any part of the organisation. The Framework was important in the creation of policy positions (see below) and, by helping to capture the role of the Research, Policy and Advocacy team vis-à-vis research, policy and advocacy initiatives it also paved the way for the creation of the new Knowledge Translation Team.

Clarifying our stance and solidifying our reputation on key issues

Advocacy position papers were developed to support IWDA's advocacy on key priorities with the Australian Government.

The position on infrastructure and gender equality followed the announcement of the Australian Infrastructure Financing Facility for the Pacific (AIFFP) in late 2018. IWDA drew from the paper for our advocacy on this topic in a meeting with DFAT Secretary Frances Adamson and with the Minister for International Development and the Pacific. Because IWDA was one of the first to publish work on this topic, we were well positioned to influence other NGOs' responses, many of which centred the gendered impacts of infrastructure. The initial recommendations of our work have been acted upon by the Australian Government in establishing the AIFFP.

The development of an advocacy position paper on climate change was also a significant achievement, positioning IWDA in a new space. The process for developing the paper also included important learning about what it means to take a position on a topic such as climate change when we don't fund programming in that area but which is, nonetheless, impacting all areas of our work.

We also further articulated our position on feminist foreign policy, building on work from 2017 and IWDA's submission to the Foreign Policy White Paper. This work led to a joint roundtable at CSW with the International Centre for Research on Women, and Anne Marie Goetz of New York University, which brought 40 women from 19 countries together to discuss the principles and accountability mechanisms of feminist foreign policy. This work was important because much of the global debate on feminist foreign policy excludes the voices of women from the Global South. Feminist foreign policy also proved to be a useful framework for our work to analyse the federal budget in April, which we conducted in partnership with CARE Australia. This work generated coverage through feminist and women's media, including Broad Agenda, and proved to be a popular framing on twitter, contributing to IWDA's profile as a leading feminist commentator.

Increasing the amount of gender-sensitive poverty data and analysis available through use of the IDM

In 2018-19 the IDM team completed a third (internal-only) analysis report drawing on IDM data collected in Nepal in 2016-17. The data was also used to support finalisation of the principles for creating dimension scores, a pre-requisite step in the development of an overall methodology for creating a composite IDM score.

Further analysis has been run on the IDM Fiji data (collected in 2015-16) enabling IWDA to participate at expert Forums including the UN ESCAP Asia Pacific Forum on Sustainable Development and the UN Economic Commission of Europe (UNECE) Expert Working Group on Gender Statistics.

At the end of the period under review, the IDM team has commenced activity with World Food Programme for a co-funded data collection exercise in the Solomon Islands (to be completed in 2019-20).

Greater credibility and influence of IDM in the global arena

In 2018-19 the IDM Program was invited to present in a plenary session at the 7th annual Gender Statistics Forum in Tokyo. These slots are typically reserved for Government representatives. Speaking in the plenary in this slot increased IDM's visibility and recognition with a global cohort of gender data experts. The convenor of the Forum named IDM as one of three key innovations in gender data at the conclusion of the Forum.

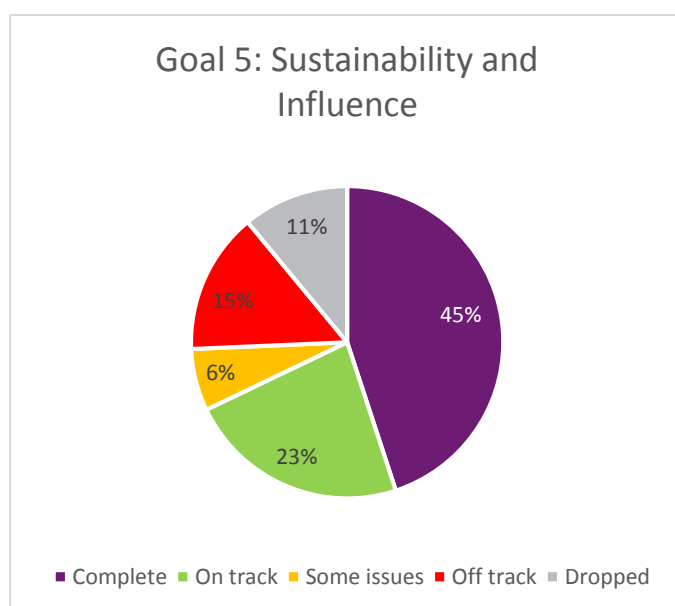
The IWDA IDM team has also accepted an ongoing invitation to sit on the Steering Committee of UN Women's flagship gender data initiative, *Women Count*, on behalf of the IDM Program.

Finally, the IDM program initiated a collaboration with UN Women and Open Data Watch for a joint session at the 2019 High Level Political Forum.

Using technology to demonstrate the impact of IDM data

In 2018-19, the IWDA IDM team worked with a technology provider to deliver a prototype of the IDM data visualisation component of the envisioned technology system. The prototype enables the program to engage with stakeholders to show the data, rather than just tell people about it. It also allows for testing and refinement based on user needs and feedback.

Goal 5: Ensure Organisational Sustainability and Accountability



Notable Achievements

Strong business as usual financial activities maintained

IWDA received an unqualified audit and submitted all donor reports on time and fully complete. IWDA learning points to the value of, and need for further work to build partner financial capacity. The in-person support to partner's via field trips by Finance Team members has been deemed valuable, however is currently unable to meet the full need. The current development of a Partner Financial Framework (pending finalisation and implementation), new reporting templates and upskilling partners on new

and existing software to support their financial capabilities is critical to increase partner financial capacity. Cross team work with the fundraising team to improve the donations process and streamline activities has led to more efficient processes, and increased cross-team collaboration.

Strengthening IWDA's Bid Management

The establishment of the Grant Development Manager role enabled by the Foundation as part of the rollout of the income plan has been a great success. It has improved the systematic review of available funding opportunities and the tracking and recording of decisions to proceed or not against specific initiatives. Improved bid management has been achieved by enabling clear deadlines and roles and responsibilities across teams, thereby reducing the number of urgent or last minute requests.

Exceeding Targets in IWDA's Communications and Fundraising

The Communications and Fundraising teams have worked closely together to achieve successes against the income plan. The Fight for Her Rights campaign for international women's day exceeded targets and was the most successful International Women's Day campaign to date, with website visits exceeding 43,000 visits in March 2019, the highest ever amount in a month. There was also significant growth across social media channels.

Maintaining IWDA's compliance and financial sustainability

The successful redress of a number of compliance issues was an important achievement. Resolving this unexpected and significant issue required detailed and technical work by the CEO, People and Culture and Finance teams and bringing systems and processes into line. Addressing the issue also drove consolidated action on IWDA's future sustainability and an organisational restructure. The restructure process also involved a significant effort from the CEO, People and Culture and Finance Teams.

Organisational Culture and Identity

While follow up on the discussions at the Staff Away Days had to be delayed, holding these discussions was significant as it were the first time that all staff had come together to discuss organisational culture and systems since 2013. The CEO's investment of time and effort in support of

positive organisational culture, and the identification of six key themes for the organisation to work on coming out of the away days, provide a road map for future work.

Reporting on key evaluative question 5.1: What were the barriers and enabling factors to IWDA's delivery of our Strategic Goals?

2018-19 Enablers and Barriers

The enablers and barriers were surfaced through team-based, facilitated consultations across the organisation. In all, 22 enablers and 24 barriers were identified. These have been grouped under headings established by the authors of the report for ease of reference. An overview of all enablers and barriers can be found in the Executive Summary.

1. Strategic Clarity and Organisational Culture

Enablers

Systemic Change Framework: Working within a framework of systemic change was identified as an enabler as IWDA seeks a transformative impact. This includes IWDA's approach of investing in, and strengthening, women's rights organisations and movements, rather than just targeting individual women leaders in isolation. Using this framework, IWDA has also increased collaboration across programs, for example by connecting objectives across WAVE and We Rise in regional and international forums and convenings such as CSW, and we have created (or contributed to creating) spaces for movement strengthening, such as the Pacific Feminist Forum and the Cambodia National Workshop.

Structure of the organisation: Another key enabler noted by teams was the organisational restructure. Many teams reflected that they were starting to see silos between teams breaking down, and new collaborations and ways of working developing.

Board Trust and Support: This is a critical feature of an enabling and positive operating environment at IWDA.

Culture of Commitment and Quality: IWDA's organisational culture of quality and commitment has also valuably enabled our work by positioning the organisation as experts in feminist development and further enabling positive engagements at the highest levels, including with the Secretary of DFAT, and with DFAT Posts in countries where we have partnerships and programs.

Barriers

Lack of strategic clarity provided by the strategic plan, including on IWDA's identity: IWDA's strategic plan has 71 strategies and in 2018-19 there were 270 deliverables captured in the annual operational plan. Teams report having split focus and a lack of clarity on priorities and alignment. Staff view the breadth of the work and lack of prioritisation as a question of strategic clarity and identity; it was not merely the number of strategies in the strategic plan, but the lack of a shared identity which was causing tension both within the organisations, between IWDA and its partners, and with the broader women's movement.

Over programming in the annual operational plan and high work load: Additionally, the breadth of the work outlined in the annual operational plan poses challenges to alignment and complementarity between initiatives. In 2018-19 the annual operational plan represents an 'over programmed' approach to our work which was felt to drive a focus on activities over than impact. The mid-term review of the strategic plan also identified that many of the deliverables named in the plan are contracted, therefore making it difficult for IWDA to respond to context and flexibly adapt our work to meet changing system dynamics. Within this 'over-programmed' environment it is

possible to ask ourselves whether we are doing things right, but leaves little space for asking ourselves if we are doing the right things.

Organisational restructure and remaining team-based silos: In the 2018-19 reflection sessions, teams continued to note team-based silos has a barrier, albeit with the recognition that the implementation of the restructure in 2019-20 is likely to address some of these challenges. Given the uncertainty it caused for individuals and teams, the restructure was also the most commonly mentioned barrier. This is understandable, noting that the restructure was ongoing for one third of the timeframe under review, impacted every team due to the restructuring of the Leadership Team which resulted in a down sized leadership team and reduced capacity in some teams (i.e in RPA and People and Culture) . It was also noted that the restructure represented an opportunity cost in other areas through the diversion of significant time and resources for P&C, Finance and Leadership teams.

Difficulty expressing the nature of our work: Tensions between teams about strategy on communicating IWDA's work to a broader audience were also noted as a barrier. Relatedly, it was noted that there is a difficulty in expressing IWDA's work in accessible terms for people who do not come from the development sector, particularly the work of the Programs Team. Some viewed this in relation to the academic nature of the international development sector. Others noted that it may be partly attributed to the physical distance from partners' work, particularly for the staff that have no direct or regular contact with IWDA partners.

2. Resourcing (Human and Financial)

Enablers

High calibre staff: IWDA continually attracts well qualified and highly skilled individuals who fuel the organisation's achievements. This ability to attract a skilled workforce is a key enabler of IWDA's success. IWDA also has a strong ethos of internal hires when positions become available—in 2018-19 internal hiring exceeded targets. Internal hiring offers flexibility and career movement to those already in the organisation and furthers IWDA's reputation and position in the sector as an attractive workplace.

Significant investment into the organisation from the IWDA Foundation: In 2018-19 the IWDA Board made significant investment into the organisation, which was raised consistently as an enabler of our results. In particular, the investment into the income plan enabled new roles and set Business Transformation (BT) staff up to be able to perform their work with access to the resources they required.

Provision of flexible and core support to partners: IWDA's commitment to providing flexible funding and core support to our partners, combined with organisational strengthening, including in financial management was noted as a key enabler.

Technical capabilities: Finally, technical capacity was also named as an important enabler of IWDA's achievements in 2018-19. For the IDM Team, having a technology project manager in place was vital to being able to move the Request for Proposal to market. In the Leadership Team, the technical advisory support from Chrysalis Advisory in facilitation, modelling and frameworks for the restructure was mentioned. In the People and Culture Team the industrial relations expertise that was brought in to support with the compliance issue was also vital for successfully bringing that to resolution.

Barriers

Lack of staff diversity: Staff diversity was discussed and named as a priority area at the October organisational away day. . It is an area that teams feel passionately about and it received the highest number of 'heart' votes (69.2%) in the ranking of priorities arising from the staff away day.

Grant-dependent operating model: Overall, IWDA's operating model, where we are reliant on grants from donors that do not adequately cover our costs, was identified as a barrier.. Leadership, driven by the CEO, has commenced actions to address this, noting that this is an area where IWDA does not have immediate control over all the levers to address this. The operating model was also noted as a barrier in the context of being able to support our partners with the level and extent of resourcing they need to both exist and deliver.

Staff turnover and gaps: Many of IWDA's relationships are maintained through individuals and that increases the risks and burdens when there is staff turnover either in IWDA or in our partner organisations. Further, where the organisation has been successful in breaking down team-based barriers it has often been driven by and maintained through individual relationships making turnover a risk for IWDA's ability to achieve impact. Finally, teams noted that regular turnover impacts on workloads of P&C, Finance and the specific team and creates high levels of induction-need, particularly in systems that can have a high learning curve, such as Netsuite.

Partners' reliance on volunteers: Partnerships staff also reflected on the use of volunteers, particularly in some of IWDA's partner organisations. While the willingness of individuals to volunteer was seen an enabler, it was also a symptom that partners lacked the financial resources to adequately resource their work, which is viewed, overall, to be a barrier.

Technical capabilities: Finally, while some technical capabilities were either brought into the organisation or contracted in, and capacity building in some technical areas did happen in 2018-19, some teams noted that there are some technical areas where building capacity of those already in the organisation is not feasible (such as legal) and this is a challenge. With a significant number of contracts and partnerships, including with complex areas such as intellectual property, the lack of retained legal support and the reliance on pro-bono legal advice can pose significant barriers.

Further, technical capacity gaps in IWDA's partner organisations were also an acknowledged barrier, particularly if the gap was in financial capacity.. Work is scheduled for 2019-20 using the Partner Financial Framework to address financial capacity building needs. The Strategic mid-term review also noted the shift in IWDA's own technical skills over time as the organisation has grown.

Size vs expectations: Our size was noted as a barrier, particularly by the Business Transformation team. For them, this barrier relates to the high expectations donors have of the type and level of support and care they will receive, often set against what is possible for larger organisations. It is also reflected in the fact that our ambition is also high. In larger organisations there would be human and financial resources to meet the workload and systems/software needs to service these expectations but those aren't available to the same extent for a business the size of IWDA.

3. Systems, Processes, Tools and Practices

Enablers

Donor relationships and engagement: In 2018-19 IWDA took a more strategic approach to donor engagement, and increased our relationship building with key donors.

Aligning and standardising IWDA practice: IWDA's development and use of technical guidance, advocacy/policy positions, and frameworks have also been noted as enabling for ourselves, our partners, and the broader sector's work. Internal examples of these include the IWDA Safety and Security Framework, Family Violence Policy, budget analysis, feminist foreign policy advocacy and a Month-End Finance Manual. External guidance include adoption of the UN Essential Services Framework, customisation of the Gender@Work Framework and funding for partner development of tools and guidance, such as the Family Support Centre's manual for Provincial Committees to support sustainable increases in service delivery quality and consistency in the Solomon Islands.

Creation of convening spaces: The creation of convening spaces for partnerships and cross-movement connections such as the Cambodia partners' National Workshop and Pacific Feminist Forum were noted by Partnerships team as an important enabler of IWDA's success in 2018-19. These spaces enable us to connect our partners with one another and to support the breaking down of silos to create cross-movement networks and collaborations.

Identifying and filling knowledge gaps: IWDA has a strong reputation for its knowledge creation work. In 2018-19 this continued through the use of our Do No Harm Toolkit and its adaption to the WASH context by Fiji Habitat for Humanity and in bringing in a new partner resulting in ground-breaking research on family violence against LGBT community in Cambodia. The ability to draw from a novel evidence base for future work on perceptions of women's leadership is also noted as an enabler.

Piloting new initiatives in Strategic MEL: A willingness to be innovative was reported as an enabler in this area as IWDA took the opportunity for thought-leadership on strategic MEL (piloting verbal reporting under WAVE and strategically mining existing data sources rather than creating data collection processes at an organisational level).

Increasing evidence driven practice in fundraising, campaigning and donor management: Also noted as enabling was an increased utilisation of evidence to inform learning and continuous improvements for campaign performance, digital fundraising, on-boarding new supporters and generating leads, and donor management.

Barriers

One-size fits all approach for some financial, reporting and contractual processes: Where systems and processes were deemed inflexible or one-size-fits all, it was reflected that these were barriers. A fixed approach to financial, reporting and contracting processes is incompatible with the diverse size and capacities of our funded partnerships and our systems need to allow for that reality.

Incomplete realisation of Netsuite benefits: this piece of work was deprioritised as the Finance team supported rectification of the underpayment issue.

Resource intensive whole-of-organisational MEL: The process for completing the 2017-18 organisational MEL report was cited as resource-intensive and had a limited audience. Some teams reported that they did not feel connected to the benefits of organisational MEL while others reported difficulties in operationalising the MEL processes either internally or with partners. A lack of ownership by some program managers is a barrier to strong organisational MEL. It was also noted

in the mid-term review of the strategic plan that IWDA is stronger at evaluation and learning than it is at monitoring. The relative lack of monitoring information poses strategic limitations in a financially constrained environment which is an important, and significant barrier.

Tensions between fundraising communications and rights-based messaging: Different understandings across teams of how to find optimal balance between fundraising messaging and rights-based messaging also acted as a barrier to achievements. For example, tensions between fundraising staff and Programs Team on appeals messaging has been an issue. However, there was some reflection that greater understanding is developing across teams on this issue.

4. External Operating Environment (in Australia and in partner contexts)

Enablers

Increased mainstream conversation on gender and feminism: An increased amount of mainstream attention to issues like gender equality and feminism were cited as creating enabling conditions, particularly for the work of the Research, Policy and Advocacy team and the Fundraising team. For RPA this manifested as enabling in relation to the increased discussion on feminism's relevance to climate change and the growing number of countries adopting feminist foreign policies or international development strategies. It also was evident in the energised women's rights and feminist movement where there is a sense of 'pushback on the pushback' galvanising more action and more collaboration in the movement. For the Fundraising team, it was noted that the mainstream discussion of these issues makes it easier to engage a wide range of people to support the work of IWDA.

Compliance driven opportunities to improve policy and practice: Within Australia and internationally there has been the development of increased compliance requirements over 2018-19 in some part due to the Oxfam's Haiti sexual abuse scandal. Both DFAT and the Government of the Netherlands have requested that IWDA and all partners put in place policies to protect against sexual exploitation. The policies themselves will ensure that partners and IWDA are actively ensuring that no one is subject to sexual exploitation or abuse. Stemming from these discussions internally IWDA has also been able to develop new policies such as family violence leave. These new compliance requirements have given IWDA and partners space to have these conversations about standards and practices.

Barriers

Shrinking civil society space and related safety risks: For partners in Cambodia and Myanmar shrinking civil society space and the associated, increased security risks has made it more challenging for partners to deliver activities. The IDM team also encountered the shrinking space in Myanmar as it sought to navigate Government of Myanmar approval processes for carrying out research in-country.

Global backlash on women's rights: Around the world there has been a backlash against feminism and women's rights. An example is the United States' approach at the United Nations, generally, and particularly its efforts to prevent progress at CSW. This pushback on women's rights from such a prominent member of the global community impedes progress on key issues IWDA advocates on (such as Women, Peace and Security) and threatens to create back sliding on hard-won advances in global governance and recognition of women's human rights.

Data privacy law changes: Data privacy laws and the increasing competitiveness of fundraising environment was an external barrier to the work of the Fundraising team. As a result of gender and women's rights becoming more mainstream there are more organisations seeking the 'gender dollar.' In response to data scandals, there has also been increased scrutiny of data practices and changing data privacy laws in 2018-19 that the team have had to continually adapt to, and comply with, to protect donors and supporters privacy and remain compliant.

Geographical distances to key global arenas: Being a northern organisation located in the southern hemisphere has made it harder due to time, costs and environmental considerations to be present at the range of ongoing and relevant international events where progress occurs. This means IWDA is locked out of many informal, continuous spaces or are unable to avail ourselves of invitations to

participate. This has been a particular barrier for IDM, where the importance of visibility is heightened as we undertake market formation activities to lead the uptake of a new standard in poverty measurement. Conversely, IWDA is also sometimes not included in southern spaces due to the perception of being a northern organisation. This means we are sometimes locked out of events or opportunities led by southern organisations.

Aspects of the compliance environment: An increasingly heavy compliance environment, generally, is viewed as a barrier to achieving our work. IWDA is a small organisation and does not have dedicated roles to manage compliance and risk in an increasingly challenging environment.

5. Partnerships

Enablers

Responsiveness and flexibility in our partnerships: Responsiveness and flexibility with our partners is seen by many, including our partners, as a projection of IWDA's positive organisational culture and values. IWDA's investment in Women's Rights Organisations in terms of core support, program funding – including investment in women leaders from partner organisations - and capacity building support was raised. Responsiveness and flexibility was demonstrated in 2018-19 in decisions related to: a partner's Emergency Funds procedure; research re-design to align with a partner's priorities; partnership reviews, and; adjusting processes and expectations to best meet partner needs such as flexible WAVE reporting approaches.

Advocacy and Influencing work of our partners: The commitment, expertise and networks of IWDA's implementing partners as they pursue advocacy for systemic change was identified as a significant enabling factor of our work and critical to the effectiveness of our programming. IWDA partners are skilled at building networks and harnessing political capital and support from local governments.

Learning opportunities generated from partnership challenges: Where challenges with partnerships exist the opportunity for learning is also created. The Leadership Team noted key learning in 2018-19 from managing difficulties in partnership as: the cross-team collaboration required within the organisation and the importance of being able to access different kinds of specific, technical skills to provide advice.

Barriers

Navigating the diversity of partner's own governance and operating processes: For example, in 2018-19, progress [on a specific activity] hindered by partner governance bureaucracy. Further, an unforeseen negative impact of WAVE funding was the power imbalance it created between Solomon Islands Women's Forum organisers which created challenges for movement unity.

Expanding organisational relationships beyond the partnerships team: IWDA's partnerships are at the core of enabling our success. However, at present, the relationships with our partners are heavily concentrated in certain individuals and in the Programs team. This poses a barrier to those not in the Programs team, and especially acknowledged by RPA and IDM teams where lack of direct connection to partners inhibited strategic monitoring, evaluation and learning and the creation of position papers, such as climate change where issues over voice and what it means to be partner-led in both policy and research were further exacerbated by intermediated contact to relevant partners. Interesting, initial results from the 2018-19 Partnership Reviews revealed partners also identified the lack of whole-of-organisation relationships as a barrier.

Deep Dive: Women's Leadershipⁱⁱ

As noted in the body of the report, significant progress was made towards Goal 1: Women's Leadership and Participation, with 89% of deliverables completed or on track for 2018-19. IWDA's learning on Women's Leadership explored in this 'deep dive', draws broadly upon evidence generated in recent years from IWDA's targeted leadership programming in addition to both primary and secondary research.ⁱⁱⁱ This deep dive represents a thematic or meta-review of IWDA's women's leadership work showcasing key accomplishments and drawing out key learning to inform our future work.

An IWDA review of key literature on feminist leadership noted that 'feminist leadership requires approval from others'.^{iv} Women's leadership must therefore be understood not just as a quality or behaviour of women themselves but rather the interrelationship between women leaders and the contexts in which they operate. This deep dive highlights changes achieved through IWDA's portfolio of programming across four key 'contexts.' Achievements within these key 'contexts' or change areas will be briefly outlined before exploring the learning which has accompanied these achievements.

1. Women leaders within civil society organisations and networks

IWDA's partnerships with strategic organisations and networks with strong women's leadership, and our provision of funding, capacity building, and accompaniment support, has allowed women leaders to contribute to meaningful and systemic political and social change through policy and advocacy. Achievements include:

- increased support for Temporary Special Measures or quotas to improve women's representation in government structures in the Solomon Islands and PNG;
- increased government accountability for gender equality by shadow reporting against international agreements such as the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) in Cambodia, Myanmar and Fiji;
- increased engagement with government and duty-bearers on activities such as gender policy development, legislative reform and task force activity; providing gender training with court and police officials; integrating women's issues into local government plans; increased government budgets for women and children; strengthening policies and programs to respond to gender based violence; and legislating to prevent human trafficking. The We Rise MTR, for example, found that as a result of program activities, 'women expressed changes in dignity, individual agency, solidarity (with other women) and engagement with government and duty bearers';^v
- advocating for and amplifying diverse women's voices in national, regional and international platforms such as: the Pacific Feminist Forum, Commission on the Status of Women (CSW), and the Pacific Triennial. IWDA-funded research supported local activists to draw on a strong and authentic evidence base for their advocacy. This evidence base was captured via research and public forums on local and rural issues, including the priorities of marginalised groups such as young women, ethnic minorities and LGBTQI groups, and;
- creating pathways for young women's leadership through capacity-building by, collaboration with, and roles within, women's rights organisations, networks and movements, particularly in Myanmar ethnic minority groups such as the Karen Women's Movement and the Women's League of Burma.

Key learning about what is required to successfully support women leaders within civil rights organisations and networks include the need to:

- create space for collaboration and support women's collective action, and;
- consciously articulate our role, and the roles of others, including our partners, within local, national, regional and global movements.
- Increase diverse women's voices through intentional creation of safe and accessible spaces to collaborate. This was particularly so for young women, women with a disability, ethnically diverse women and those of diverse SOGIESC.

2. Women leaders in elected and formal political leadership roles

IWDA's women's leadership programming has taken a systemic approach that includes directly supporting individual women in elected political roles, supporting women candidates throughout the electoral cycle, creating social norm change to increase community and voter acceptance of women's leadership, and increase collaboration and solidarity for women leaders. Achievements include:

- Increased capacity of women Members of Parliament in Myanmar to govern effectively, further building their public speaking skills and confidence to engage in political debates, increasing knowledge and insights into political strategies such as continuous campaigning and electoral engagement on women's issues, and expanding connections to the women's movement to become more active supporters of gender equality;
- Increased support for women candidates, for example in 2017, 107 women in Cambodia were elected to positions of leadership; in PNG a total of 39 women secured a range of new political and community and civic leadership roles through the support of WAVE partners.
- Increased visibility of women leaders in their parties, constituencies and at regional and international fora.

Key learning about what is required to successfully support women leaders in elected and formal political leadership include the need to:

- support candidates throughout the electoral cycle, including to address resource challenges
- invest in political skills;
- work with government bodies to enforce existing legislation and introduce new legislation to support women's political participation, and;
- identify and increase the support for women's leadership from partners and families, party members, local leaders, and parliamentarians while also building solidarity with other women and women leaders.

3. Women leaders in social, economic, cultural and informal leadership roles

Systemic and meaningful change towards gender equality requires increased women's leadership beyond formal political roles and encompasses social, economic, cultural and informal leadership. IWDA's women's leadership programming has increased the confidence, skills, networks, support and opportunities for women, including young women, to engage in leadership and decision-making in their households, organisations and communities. Achievements include:

- Increased gender consciousness of women and willingness to engage in leadership and decision-making at a household and community level, particularly through leadership schools

in Myanmar and Fiji for example, which include public speaking and negotiating skills, advocacy and program management opportunities, and understanding of gender equality and human rights;

- Increased family, local community and public support for women in leadership roles, for example by providing training to families and educators of young women participating in leadership programs in Fiji, male advocates training in PNG, Timor Leste and Cambodia, and approaching families to encourage women to nominate as political candidates in Timor Leste;
- Increased space for women to collaborate, learn and voice their views, whether through targeted women's leadership programs and workshops, through participation in and organisation of awareness campaigns and community fora or as members of savings groups, district hubs or women's human rights defender programs.

Key learning about what is required to successfully support women's leadership in social, economic, cultural and informal leadership roles include the need to:

- provide targeted support to women leaders through mentoring or ongoing leadership programs rather than ad-hoc training;
- prioritise monitoring and evaluating the long-term results from such initiatives to test assumptions about how women become leaders;
- address gender based violence (GBV), and the risk of GBV, to support women to engage in leadership roles, and;
- to produce an enabling family, community and cultural environment for women's leadership and role in household and community decision-making, including protecting women against backlash to changing gender norms.

4. Public, private and duty-bearer perceptions of women's leadership

The ability for women to assume, perform and retain leadership roles is highly dependent on the context in which they operate: the support and opportunities they receive and the challenges and resistance they face. IWDA's women's leadership programming and research has contributed significant learning about the systemic challenges women face, and some of the initiatives which have succeeded in supporting women's leadership through changing individual beliefs, behaviours and social norms. Achievements include:

- Influencing duty-bearers and government actors. Examples include influence among district and divisional councillors, a range of government actors from police to the National Disaster Management Office, private sector actors on sexual harassment in the work place in Fiji, and building relationships with political parties and politicians under the WAVE program;
- Promoting attitude and behaviour change of partners and family members of women and young women leaders to better support women, including redefining and renegotiating gender roles in the family, increasing women's agency in income generation and small business management, and increased voice in decision-making at a household and community level;
- Increased understanding of public perceptions of women's leadership. IWDA and partner research in Cambodia, Timor Leste and Solomon Islands found in relation to women's political leadership, that 'there is some public recognition that women's opportunities are impeded by structural barriers however informal barriers to women's opportunities may be less well

understood'. Similarly, the research found that widespread voiced support for gender equality and more women in political leadership coexists with views that the attributes and capacities for leadership are more commonly associated with men, and women themselves are often seen as responsible for their underrepresentation, for example due to a 'lack of confidence' or 'unwillingness to put themselves forward'.

Key learning about what is required to successfully support changes in public, private, and duty-bearer perceptions of women's leadership include the need to:

- further articulate IWDA's approach to program design which engages men and boys in line with global good practice;
- surface and challenge negative perceptions of women's leadership and harmful gender norms through meaningful and inclusive community engagement, and;
- build and apply IWDA and partners' programming and research evidence base to inform the advocacy and programmatic activities of IWDA, our partners and the broader sector.

Conclusion

A common theme emerges from the meta-analysis of IWDA's diverse programming and research on Women's Leadership, namely, the interrelationship between outcomes which enable **individual women leaders** and those which enable the **collective leadership of women**. As the Gender@Work Framework suggests, transformative change requires change across the four quadrants of formal and informal, individual and structural change. Increasing collective voice and advocacy, and the strength of women's rights organisations, groups and coalitions which support women's solidarity may be viewed as outcomes which occupy a central position across these quadrants of change. To utilise opportunities for leadership, individual women benefit from collective voices demanding and creating those opportunities; to gain 'approval from others' to achieve effective change, women leaders need the solidarity and support of women to challenge restrictive gender roles and build acceptance for women's leadership. The importance of collective leadership has been both celebrated and identified as a recommendation for further emphasis in our programming. For example, the value of collective leadership is recognised through the need for greater opportunities for collaborative space and joint activism in WAVE; the demonstrated value and effectiveness of formal cooperation mechanisms and networks for women's rights actors in We Rise; the positive impacts associated with inclusive voices in community, national and regional fora; the value of connections and networking; and the need for support and solidarity by women for women.

The significant changes that have been achieved in supporting individual women leaders, often through innovative pilot programming with potential scale up and replication, is also acknowledged. While IWDA and its partners are achieving significant results in both areas, the interrelationship requires IWDA to explicitly consider when, and to what degree, it focuses on each. How do we best balance the nuances of 'women's leadership' programming between individual and collective leadership and where do we think we have the greatest potential to effect change?

A feminist leadership agenda of 'social, cultural, economic and political transformation for equality and the realization of human rights for all'^{vi} is an ambitious ideal which drives the work of IWDA, our partners and women's movements globally – our achievements are significant but so too are the challenges that still lie before us. A key question to answer as IWDA develops its new Strategic Plan is whether we have the balance between support for individual and collective leadership, and formal

and informal change aligned with the strengths of IWDA and our partners, and the opportunities for transformative and sustainable change.

The Year in Numbers

Goal 1

10,447

Women accessed training to participate in governance or decision-making processes

Goal 1

3,305

Women assumed leadership positions

Goal 1

175

Women's groups, organisations and coalitions accessed support

Goal 2

3,394

Women survivors of violence accessed counselling and other support services

Goal 2

51,561

People received information and training on gender issues and women's equal rights

Goal 3

771

People have increased access to financial services and training

Goal 4

272

Influencing resources were created to promote systemic change

Goal 4

26,010

Australians supported our call for global action on gender-based violence

WHERE THE MONEY GOES



- Programs: 87%
- Accountability and administration: 4%
- Fundraising: 9%

Acronym and Partner List

ABG: Autonomous Bougainville Government

ACFID: Australian Council for International Development

Akhaya: Akhaya Women (IWDA partner in Timor Leste)

ALFeLa: a legal centre for women in Timor Leste (IWDA partner in Timor Leste)

Alola: Alola Foundation: (IWDA partner in Timor Leste)

Amara: Amara (IWDA Partner in Cambodia)

ALP: Australia Labour Party

ANCP: Australia NGO Cooperation Program

ANU: The Australia National University

BAU: Business as usual

Banteay Srei: Banteay Srei (IWDA Partner in Cambodia)

BWF: Bougainville Women's Federation (IWDA Partner in PNG)

CAUCUS: CAUCUS (IWDA partner in Timor Leste)

CCC: Covalima Community Centre (IWDA partner in Timor Leste)

CCC: Christian Care Centre (IWDA Partner in Solomon Islands)

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

CSOs: Civil Society Organisations

CSW: Convention on the Status of Women

DFAT: Department of Foreign Affairs and Trade

DFAT Post: DFAT's in-country staff

DiVA for Equality: Diverse Voices and Action for Equality (IWDA Partner in Fiji)

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

FaBO: Finance and Business Office

FemLINKpacific: A women's news/media organisation (IWDA partner in Fiji)

FOCS: Feminist Organisational Capacity Strengthening

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

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

G@W: Gender@Work framework

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

HLPF: High Level Political Forum

IDM: Individual Deprivation Measure

LBT: lesbian, bisexual, transgender

LLG: local level government

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

ODA: Overseas Development Assistance

P&C: People and Culture Team

PSIDS: Pacific/Small Island Developing States

RCEP: Regional Comprehensive Economic Partnership

RDI: Research for Development Impact

Rede Feto: Rede Feto (IWDA partner in Timor Leste)

ROCK: Rainbow Community of Kampuchea (IWDA Partner in Cambodia)

RPA: Research, Policy and Advocacy Team

SACD: Social Action for Change (IWDA Partner in Cambodia through the United Sisterhood Alliance)

SET: Strategic Engagements Team

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

TSM: Temporary Special Measures

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

UNFPA: United Nations Population Fund

UPR: Universal Periodic Review

US: United Sisterhood Alliance (IWDA Partner in Cambodia)

VAW: Violence against women

VfC: Voice for Change (IWDA Partner in PNG)

WARA: West 'Are'Are Rokotanikeni Association (IWDA Partner in Solomon Islands)

WAVE: Women's Action for Voice and Empowerment (IWDA program funded under

the Dutch Funding Leadership Opportunities for Women (FLOW) initiative)

WBCA: Wide Bay Conservation Association (IWDA Partner in PNG)

WHRDs: Women Human Rights Defenders

WIC: Workers Information Centre (IWDA Partner in Cambodia through the United Sisterhood Alliance)

WIP: Women's Initiative Platform (IWDA partner in Myanmar)

WLB: Women's League of Burma (IWDA partner in Myanmar)

WNU: Women's Network for Unity (IWDA Partner in Cambodia through the United Sisterhood Alliance)

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

ⁱ Michael Leach. *After a border dispute and spying scandal, can Australia and Timor-Leste be good neighbours?* The Conversation. August 28 2019. <http://theconversation.com/after-a-border-dispute-and-spying-scandal-can-australia-and-timor-leste-be-good-neighbours-121553>

ⁱⁱ Women's participation is beyond the scope of this review, as are learnings from safety and security and women's economic empowerment programming which include leadership-building activities.ⁱⁱ

ⁱⁱⁱ Key evidence is drawn, for example, from: the IWDA Strategic Plan, WAVE and WE RISE mid-term reviews; reflection on the pilot Myanmar MP mentoring program 'Promoting Women's Political Participation'; evaluation of a completed ANCP project 'Karen Young Women's Leadership School'; preliminary findings from WAVE Pathways and Perceptions research; and a literature review on feminist leadership.

^{iv} Eagly, Alice H., and Jean Lau Chin. 2010. "Diversity and Leadership in a Changing World." *American Psychologist* 65 (3):216–24. <https://doi.org/10.1037/a0018957>, in IWDA, 'Feminist Leadership Literature Review', p.4 (unpublished).

^v WE RISE Mid Term Review, p.16.

^{vi} Batliwala Srilatha, 2010, "Feminist Leadership for Social Transformation", <https://justassociates.org/sites/justassociates.org/files/feminist-leadership-clearing-conceptual-cloud-srilatha-batliwala.pdf>