



**IWDA**

INTERNATIONAL  
WOMEN'S  
DEVELOPMENT  
AGENCY

**ANNUAL  
REPORT  
2019-20**

## OUR PURPOSE:

# To defend and advance the rights of women and girls

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

In 2020, we celebrate 35 years since IWDA was established by three outstanding women - Ruth Pfanner, Wendy Poussard and Wendy Rose.

Over our 35-year herstory, IWDA has grown from the living room of our founders to become who we are today.

IWDA's roots are in the development sector, as Australia's only development organisation entirely focused on gender equality. This brings strengths in the form of deep and long-lasting relationships with the network of women's rights organisations we support.

And increasingly, our future lies as part of the global feminist movement.

IWDA's approach represents a third way between the models of women's funds and international development NGOs: we resource the work of diverse women's rights organisations, enable them to be more effective by providing support that goes beyond money, and we make our own contributions to feminist movements through advocacy, knowledge creation and translation.

As part of this contribution, we take actions to decolonise our approach to feminism and development. We want to become the best we can be in the world at north-south partnerships.

**OUR VISION:**

# Gender equality for all



**Our Values:**

## FEMINIST

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

## COLLABORATIVE

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

## ACCOUNTABLE

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

## TRANSFORMATIVE

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

PAGE 10

## Responding to the COVID-19 crisis



PAGE 14

## Powering a WAVE of women's leadership



# Contents

- 6 MESSAGE FROM OUR CEO AND CHAIR
- 8 THE YEAR IN NUMBERS
- 18 CONTINUOUS IMPROVEMENT

PAGE 12

## Putting data in the hands of change-makers



PAGE 16

## Collective voices on the international stage



20 INTRODUCING OUR NEW STRATEGIC PLAN

22 THANK YOU

24 BOARD OF DIRECTORS

26 LEADERSHIP TEAM

30 FINANCIAL OVERVIEW



# Our partnerships

**We know that well-resourced women's rights organisations, firmly rooted in local communities and context, are most effective at defending and advancing rights.**

Thanks to support from our donors and funders, we resource women's rights organisations in Asia and the Pacific with money, skills and access. Together our collective power, resilience, strength and expertise is accelerating lasting change.

In 2019/20, we were proud to partner with the following women's rights organisations.



### Myanmar

- Akhaya Women
- Shan Women's Action Network
- Ta'ang Women's Organisation
- Women's League of Burma
- Women's Initiatives Platform



### Solomon Islands

- Christian Care Centre
- Family Support Centre
- West 'Are'Are Rokotanikeni Association
- Women's Rights Action Movement



### Timor-Leste

- ALFeLa
- Alola Foundation
- Covalima Community Centre
- Rede Feto



### Fiji

- FemLINKpacific
- Fiji Women's Rights Movement



### Cambodia

- Amara
- Banteay Srei
- Gender and Development for Cambodia
- Rainbow Community of Kampuchea
- United Sisterhood Alliance



### Papua New Guinea

- Bougainville Women's Federation
- Eastern Highlands Family Voice
- Nazareth Centre for Rehabilitation
- Voice for Change
- Wide Bay Conservation Association



# Reflections from our CEO and Chair



**As we write, the world continues to confront the COVID-19 pandemic and its associated social and economic crises. These are uncertain times for us all, but risks and impacts are not evenly distributed. This emergency has further exposed – and amplified – the inequalities experienced by women and girls every day.**

From a significant rise in gender-based violence, to the disproportionate impacts of insecure work for women and an increased burden of unpaid care, COVID-19 has shone a spotlight on the inequalities structured into our economies and societies. Never has it been more important, or more urgent, to reimagine and work for a just and fairer future. Page 10 of this report focuses on how IWDA and the remarkable organisations we partner with are responding to this crisis.

The global pandemic has accelerated deeply disturbing trends. Around the world, those who defend women's rights face heightened backlash. Tighter restrictions on civil society are making it tougher for organisations to speak out, advocate, contribute and seek accountability. And the climate crisis continues to pose an existential threat with women and girls facing particular impacts, most dramatically in the Pacific.

IWDA's new Strategic Plan, introduced in June, sets our direction for the next three years and our contributions to meeting these challenges.

At this pivotal moment, our Strategic Plan prioritises resourcing and contributing to resilient and vibrant feminist movements, focusing on power, leadership and civic space; freedom from violence; and gendered climate justice. These themes are deeply interconnected. We will resource work that breaks down siloes and operates at the intersections of related issues.

Integrated and holistic analysis is critical to the strengths that feminist perspectives bring to addressing profound challenges. The new plan also outlines how IWDA will contribute to systemic change through our own advocacy and knowledge creation – because transformative discourse and practice is essential for realising gender equality. And as a foundation for change, we will continue to build a resilient and relevant feminist organisation with a strong organisational culture that promotes wellbeing and diversity. You can read more about our strategic directions on page 20. We thank IWDA staff, Board, partners and advisers for contributing their time, wisdom and vision to this plan.



IWDA Chair Kirsten Mander, left, and IWDA CEO Bettina Baldeschi. Photo: Carmen Zammit



IWDA's approach has always sought to amplify the power of women's rights organisations, and we continuously strive to ensure our practice enables a model that centres global south women and organisations to drive decision-making and influence in their context. We want to be the best at north-south partnerships. This requires continuously improving how we share power and enable spaces and relationships that are truly and authentically equitable.

This year's Annual Report shares stories of significant progress towards our vision of gender equality for all. We are deeply proud of the impact of IWDA's Women's Action for Voice and Empowerment (WAVE) program, which has broken new ground in advancing women's leadership. Since the program began in 2016, WAVE has reached more than 10,000 women with the skills and access required to lead and influence decision-making. The program has contributed to the election of almost 600 women in Asia and the Pacific. WAVE has also led to real and lasting policy change in our region, including the introduction of quotas for local women leaders in Timor-Leste to tackle profound under-representation, and new gender-based violence laws in Cambodia, Myanmar and Papua New Guinea. This is what transformative change looks like. See more about WAVE's achievements on page 14.

IWDA has long been an advocate for more inclusive data that reflects, rather than hides, the experiences of diverse women and girls. Over the past 12 years we have collaborated on ground-breaking, globally-significant research to redefine how poverty is understood and measured. IWDA is excited to now take this work forward as a flagship program, Equality Insights, working to put the power of data into the hands of change agents. Equality Insights will make visible inequalities that are currently hidden, providing a powerful evidence-base for policy-makers, women's rights organisations and other advocates for equality. You can read more about this program on page 12.

We thank IWDA's supporters, partners, volunteers and staff for your ongoing commitment to women's rights and gender justice. At this incredibly destabilising time, your strength, heart and drive has made the work described in this report possible. Thank you.

Kirsten Mander  
Chair, IWDA

Bettina Baldeschi  
CEO, IWDA

# The year in numbers

**1,331**

Women assumed leadership positions

**990**

Women participated in training to access increased and sustainable livelihoods

**5,392**

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

**69,064**

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

**8,221**

Women survivors of violence accessed counselling and other support services

**30,244**

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

**265**

Women accessed financial services and training

**10**

Collective action coalitions involved IWDA

# Responding to the COVID-19 crisis



Members of SWAN's network of community activists run a COVID-19 information and prevention workshop in Myanmar. Photo provided by SWAN.

### **The global surge of COVID-19 cases from March 2020 required a rapid assessment of priorities and ways of working for IWDA and the women's rights organisations we support.**

We already know that cases of violence against women increase during major crises and disasters, and emerging data shows this is true in the case of the COVID-19 emergency also. Increased household and financial pressures, disruptions to daily life and heightened stress can intensify high-risk situations. Of course, while these issues may contribute to increased rates or severity of violence, we must remember that the underlying cause of violence against women is gender inequality.

With stay-at-home orders implemented to contain the spread of the virus, millions of women were locked down in unsafe homes. In Fiji, the country's National Domestic Violence Helpline recorded a 500% increase in calls between February and April 2020. The We Rise Coalition, comprised of femLINKpacific, the Fiji Women's Rights Movement and IWDA, developed a COVID-19 response framework to guide an adaptive response to the ongoing crisis in Fiji, where Category 4 Tropical Cyclone Harold added a second disaster.

## **IWDA supported many of our partners to share vital health information, particularly in rural and remote communities.**

The We Rise response framework involved identifying and responding to immediate needs created by the crisis, holding the line on human rights and democratic norms and influencing public policies as part of the transition to a 'new normal'. We Rise also produced a fact sheet on how a feminist social protection system could help societies cope with shocks and crises.

IWDA supported many of our partners to share vital health information, particularly in rural and remote communities. In Solomon Islands, our partner Family

Support Centre (FSC) distributed health information packs to rural communities. Staff at FSC continued to provide counselling and legal services to women experiencing violence, and reported an increase in demand for these services. In Papua New Guinea, our partner Eastern Highlands Family Voice carried out similar vital work in ensuring rural communities had information about COVID-19 prevention, sharing information in marketplaces and town centres as well as through radio and other media.

In Timor-Leste, IWDA partner ALFeLa reported an increase in demand for legal aid service provision. The organisation joined forces with the Judicial System Monitoring Programme to advocate for the country's public prosecution service and court system to prioritise cases of gender-based violence during the country's State of Emergency in March and April.

In Cambodia, we supported partner Gender and Development for Cambodia to develop a joint position paper with other civil society organisations, calling for the government to address the gendered impacts of the pandemic.

The COVID-19 crisis also demonstrated more than ever that unpaid care work underpins economic and social life in all societies. To contribute to transforming discourse on the value of care work, we produced a factsheet detailing the policy interventions required to recognise, reduce and redistribute unpaid care work. The factsheet is helping inform the advocacy of IWDA and our partners.

Much of the early conversations around COVID-19 centred on highlighting the gendered impacts of the crisis, without giving as much attention to identifying actions that could be pursued now to achieve a more feminist future. To address this gap, IWDA began work on a futures methodology to support online convenings by feminist movements called Imagining Feminist Futures After COVID-19. We worked with a consortium of futurists to create an adaptable methodology which will be shared with the feminist movement so campaigners and organisations can host their own online discussions on the feminist future we are striving for. This project recognises that while COVID-19 has highlighted the fundamental inequalities of our world, it has also provided a moment of potential transformation.



# Putting data in the hands of change-makers

Equality Insights collects data related to 15 dimensions of people's lives to better understand their unique circumstances.

**Over 12 years, IWDA has been at the forefront of research to redefine how poverty is understood and measured. We have been unwavering in our advocacy for better poverty data that provides a truer picture of the ways women and girls experience poverty. By asking individuals about many aspects of their lives, rather than surveying 'heads of households' about a limited range of factors, we are able to truly understand and transform inequalities.**

2019/20 was a milestone year in our contribution to more inclusive data, marking the final year of the Individual Deprivation Measure (IDM) program before embarking on a new venture to extend our reach and impact.

The IDM program (2016-2020) was a partnership between IWDA and the Australian National University (ANU), with strategic funding from the Australian Government's Department of Foreign Affairs and Trade (DFAT). After four years of refinement and testing, built on a preceding eight years of collaboration and research, the program successfully delivered a new multidimensional and gender-sensitive measure of poverty that is ready for global use. We acknowledge and thank DFAT for its strategic support of this innovative program.

In early 2020, with additional support from the World Food Programme, IWDA researchers conducted an IDM study in Solomon Islands with Dignity Pasifik, a women-led research company based in Honiara. The study collected individual-level data from 1862 adults in Central and Guadalcanal Provinces covering 14 dimensions of life including food, water, shelter, health, education, voice, time-use and work.

The initial snapshot report, *Gender insights in the Solomon Islands*, found that women's experience of poverty is different than men's. This was the case even amongst women and men living under the same roof, highlighting inequalities within the household. The report also found significant gender differences when it came to participation in both public and household decision-making. More men than women reported sole decision-making power over household finances as well as decisions regarding work, study and social commitments.

Further briefs were developed from the research, focusing on women's economic empowerment and food security, gender and resilience in Solomon Islands. This suite of research and analysis provided

demonstrable evidence that measuring poverty at the individual level, interviewing all adults in a sampled household, and gathering data across a broad range of factors, provides much deeper insights into the reality of diverse women and men's lives. IWDA acknowledges and thanks the World Food Programme for additional funding to extend the work that was possible through the Solomon Islands IDM study.

In its final year, the IDM also benefitted from extensive and independent evaluation. Eight separate evaluations were conducted by independent experts and noted that the IDM index construction method is "robust and appropriate," that the IDM provides a unique contribution to the data ecosystem with a particular ability to highlight outcomes for groups that face greater risks or vulnerabilities, and that the IDM is cost-comparative to other multi-topic surveys, and cost-effective compared to simple random sampling. A meta-review of the program also found that "the IDM is a robust measure. It is highly relevant to international poverty measurement, providing individual level multidimensional information on deprivation (or poverty), enabling a more nuanced understanding of poverty and its causes." The meta-review also noted "the IDM was highly valued by all interviewees as the only poverty measure that can measure individual-level multidimensional poverty. Informants identified the value of the IDM as being key to understanding and designing appropriate policy and programming responses to poverty."

IWDA also used IDM data to spotlight potential gendered implications of COVID-19. Equipped with data from Fiji and Solomon Islands, simple resources were created for policy-makers and women's rights organisations to help understand and plan for the gendered risks of COVID-19.

The IDM program demonstrated the power of multi-stakeholder partnerships in developing and refining new solutions. With a tested and refined measure, IWDA and ANU will now focus on integrating the tool into their ongoing work. For IWDA, this means we will take the IDM forward under a separate and new flagship program called **Equality Insights**.

By revealing the realities of those who are otherwise left invisible, Equality Insights will provide an evidence base for policy-makers, women's rights organisations and other advocates for a more inclusive, just and sustainable world.

# Powering a WAVE of women's leadership





Soun Mon, a Gender Peace Network  
Activist from IWDA partner Banteay Srei in  
Cambodia. Photo: Harjono Djoyobisono

**In 2019/20 we continued to take collective action towards transformative, sustainable change for gender equality. A key driver of this was our Women’s Action for Voice and Empowerment (WAVE) program, which brings together 18 women’s rights organisations across Cambodia, Myanmar, Timor-Leste, Papua New Guinea and Solomon Islands. With support from the Government of the Netherlands, WAVE increases the voice, agency, representation and diversity of women in leadership and movements.**

In its fourth year, the WAVE program supported a further 228 women to take up leadership positions in their communities, and reached more than 8,500 women with skills and training. In **Papua New Guinea**, WAVE partners Eastern Highlands Family Voice and Wide Bay Conservation Association supported women candidates in the 2019 Local Level Government elections by providing campaign leadership training, voter education, and increased awareness on women’s rights to stand for election. Following the training, five women contested in elections in the Eastern Highlands and three women contested in the East Pomio District – the first time women had ever contested there. In a significant achievement, three of the women were elected into leadership positions, challenging entrenched cultural norms that have prevented women from stepping into leadership.

The WAVE program increased support to women’s rights organisations persisting for progress at the local level. For example in **Cambodia**, IWDA partner Banteay Srei supported women leaders in two provinces to successfully advocate for a 160% increase in the annual budget for gender and social services across 40 commune councils. This increased spending will have a lasting impact for women and girls, and was made possible through Banteay Srei’s long-term training for women leaders.

Through WAVE, many partners successfully advocated for gender quota models to be introduced in electoral frameworks and party policies. These temporary special measures, or TSMs, are pivotal to increasing women’s representation in formal leadership. In **Myanmar**, all five WAVE partners collaborated as part of the broader women’s movement to advocate for TSMs in political parties. As a result, the Chin National

League for Democracy announced that women would make up at least 30% of party committee members and preselection candidates. The Shan National League for Democracy (SNLD) also committed to a minimum of 30% women in all leadership positions. A key figure who advocated for this change from within the SNLD was a participant in IWDA’s women MP mentoring program (see page 18 for more).

In **Solomon Islands**, IWDA partner Women’s Rights Action Movement (WRAM) led national advocacy efforts pushing for TSMs to be introduced in the Provincial Government Act, which would pave the way for a quota of women to sit in national parliament. Currently there are two women members of Parliament out of 50 members in Solomon Islands. Through persistent and targeted advocacy, WRAM’s campaign for TSMs gained significant momentum in 2020, with three Provincial Government Authorities endorsing TSMs and moving the country closer to a debate on the floor of Parliament.

## **The WAVE program increases the voice, agency, representation and diversity of women in leadership.**

WRAM’s successful advocacy in 2019/20 was supported by WAVE research. *The Public Perceptions of Women as Political Leaders* research, led by WRAM and supported by IWDA, explored public views on gender quotas and the gender norms associated with leadership. Amongst other findings, the research found that there was significant support for more women in politics, from both men and women. It also found that while there was a large information gap on TSMs, once people were informed they were likely to support it. This research provided WRAM with vital evidence to advocate for policy change that normalises women’s political leadership in Solomon Islands.



# Collective voices on the international stage

**2020 was set to be a defining year for women's rights and gender equality. It is the 25th anniversary of the Beijing Platform for Action, the most progressive global agreement to date on women's rights, as well as the 20th anniversary of UN Security Council Resolution 1325 on Women, Peace and Security. It also signals ten years until we are due to meet the Sustainable Development Goals (SDGs), which commit to end poverty and achieve gender equality across the world.**

From the UN Commission on the Status of Women (CSW) to the Generation Equality forums due to be held in Mexico City and Paris, a busy calendar of activity was planned to spotlight this milestone moment and push for urgent progress. Unfortunately due to the outbreak of COVID-19, CSW was truncated and civil society participation restricted. Then the Generation Equality forums, designed to bring together women's rights organisations, campaigners and activists from around the world, were postponed until 2021.

Despite the setbacks, we continued to play our part in the global movement for gender equality. IWDA was proud to be selected as a civil society leader of the UN's Generation Equality Action Coalition on Feminist Movements and Leadership. As one of six global civil society organisations chosen to lead this coalition, we will co-design blueprints for action to be implemented over the next five years in the areas of feminist movements and leadership.

IWDA has also supported women's rights campaigners in Asia and the Pacific to contribute to key discussions in the lead-up to the Generation Equality forums and amplify the priorities of their local women's movements. In late 2019, IWDA supported six women to attend the UNESCAP Asia Pacific Regional Review of the 25th Anniversary of the Beijing Declaration (B+25 Review). The delegation increased the visibility of issues for their organisations by influencing the Young Feminists Call to Action for the B+25 Review, speaking on panels and engaging directly with government representatives. By joining forces and leveraging their experience and relationships, women's rights campaigners are ensuring regional priorities are represented on the international stage.

At the UN High Level Political Forum (HLPF) in July 2019, IWDA's IDM team joined forces with Open Data Watch and UN Women, to lead an event during HLPF on the political economy of open data. The event engaged decision makers from Africa, Europe, Asia and the Pacific, as well as from across the UN system in how data advocates can increase the incentives of open data while managing its risks. The forum considered different types of datasets, the role of technology, regulation and standards, and commitments to multi-stakeholder engagement as interconnected approaches to increasing the appetite for and availability of open data. This work informed further action by the IDM team related to the data we generate.

## **Together, the campaigners brought the concerns of Cambodian women to the global halls of power.**

Meanwhile on another international stage in Geneva, women from our partner organisations in Cambodia advocated for the rights of women in their country. IWDA supported six representatives from our partners Gender and Development for Cambodia, United Sisterhood and Banteay Srei to represent Cambodian NGOs at the 74th Session of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) Committee.

States that sign up to CEDAW commit to ensuring women enjoy their human rights and fundamental freedoms. In a briefing in Geneva, the Cambodian organisations called on the Committee to hold the Government of Cambodia accountable to its commitments and advocated on issues including women's leadership and gender quotas, cultural norms, labour rights, sex worker's rights and gender-responsive budgeting. Together, the campaigners brought the concerns of Cambodian women to the global halls of power.

# Our continuous improvement

**IWDA is committed to being a leader and specialist in gender and feminist development practice, and ensuring our work is evidence-led. In 2019/20, several evaluations were carried out on our programs and partnerships, including on the Individual Deprivation Program (see IDM evaluation findings on page 12).**

As a learning organisation, IWDA also produces an annual organisational Monitoring Evaluation Learning (MEL) report which examines the areas where we've succeeded, the challenges we've faced, any unintended consequences, and how we can build on our progress. The questions we ask of ourselves explore the impact, relevance, sustainability, efficiency and effectiveness of our work - both our programmatic work with partner organisations and supporters, and our internal work as an organisation. The MEL reports can be found on our website.

## **Evaluation Spotlight: Supporting Women Parliamentarians**

Since 2017, IWDA has implemented mentoring projects in Myanmar and Timor-Leste to support women political leaders in increasing their capacity and influence. An independent evaluation of these projects was conducted in 2020 to assess progress and effectiveness, and share lessons across the two country contexts.

The projects involved matching women Members of Parliament (MPs) with current and former Australian women MPs. The projects took a cross-party approach, bringing women together from across party lines who shared a commitment to gender equality. In a structured program combining face-to-face meetings, training sessions, travel exchanges and other skill-sharing activities, the women shared their experiences and knowledge about charting a course in politics.

The Myanmar Women Parliamentarians Mentoring Project was co-implemented by IWDA and our partner Akhaya Women. Myanmar's women MPs faced wide-ranging challenges, including a lack of informal networks and deeply entrenched gendered norms that cast doubt on their leadership capabilities. The 2017 pilot program involved six national-level Myanmar MPs. Following a positive evaluation in 2018, an additional six MPs joined as a second cohort in 2019.

IWDA CEO Bettina Baldeschi (second from left) meets with Timorese MPs taking part in the Timor-Leste Women Supporting Women Project.



Myanmar's Lwi Sar MP and Australia's Senator Janet Rice meet in Melbourne.  
Photo: Maria Savelieva



The Timor-Leste Women Supporting Women project built on the lessons of the Myanmar project, and was co-implemented with Caucus Foundation in 2019. The project aimed to strengthen existing women MP's capacity and influence to advance women's rights, through a two-way mutual learning exchange. It also set out to strengthen connections between Timor-Leste's women's movement and women MPs, and deepen political ties between Australia and Timor-Leste.

The evaluation found both projects helped women MPs increase their practical political leadership skills including public speaking and continuous campaigning, as well as their knowledge of gender equality issues and legislation. For example in Myanmar, participating MPs went on to host gender equality campaign events in their local constituencies. The events held for International Women's Day and 16 Days of Activism against Gender-based Violence helped promote women's rights and build their profiles amongst their constituents.

Importantly, the MP projects also provided important psycho-social support for participants, particularly those who were newly-elected. One evaluation interviewee said "it takes an MP to understand what another MP is going through". Many also commented that it was helpful to know they were not alone in challenging gender-based stereotypes. MPs also reported they had learned more about balancing their personal and professional priorities, and some Timor-Leste MPs have since advocated for child-care facilities in parliament.

While Timor-Leste has already benefitted from gender quotas in parliament, Myanmar MPs were exposed to the power of quotas through the mentoring program. Australian MPs shared their experiences in effectively advocating for their party to adopt gender quotas in preselection processes. Program participant Daw Khin Saw Wai from the Arakan National Party said she was motivated to agitate for gender quotas. "When

I first suggested a 30% quota for women in Parliament, the men laughed at me. They said, 'if women enter politics, who will cook for us?' I see quotas in Australia and I know to keep fighting," she said.

Following advocacy from participating MPs and the broader Shan women's rights movement in Myanmar, the Shan National League for Democracies (SNLD) party adopted a 30% gender quota. In the lead up to the general election scheduled for November 2020, SNLD has preselected almost 30% women. This is a significant milestone for women's political representation in Myanmar.

The MP projects have delivered on longer term outcomes for women's political participation and gender equality. Importantly, they have also contributed to a growing evidence base showing the power of sustained political mentoring throughout the electoral cycle.

The Myanmar Women Parliamentarians Mentoring Project is part of IWDA's Women's Action for Voice and Empowerment (WAVE) program, funded by the Government of the Netherlands. The program was co-funded by the Australian Government's Department of Foreign Affairs and Trade (DFAT). The Timor-Leste Women Supporting Women Project was funded by the Australian Government's Department of Foreign Affairs and Trade.

# Introducing our new Strategic Plan

## GOAL 1

**Resource and contribute to resilient and vibrant feminist movements, primarily in the areas of power, leadership and civic space; freedom from violence; and gendered climate justice**

Resilient and vibrant feminist movements are critical to defending and advancing the rights of diverse women and girls. This will move us towards achieving our vision of gender equality for all.

IWDA is part of the global feminist movement and contributes to progressive change towards gender equality. We also resource others in the movement, primarily women's rights organisations in Asia and the Pacific, to do their work.

## GOAL 2

**Promote systemic change towards gender equality for all**

Progressing change towards gender equality for all requires transformation of the formal and informal structures that underpin inequality including resources, laws and policies, norms and exclusionary practices, and individual consciousness.

IWDA contributes to systemic change through our own knowledge creation and advocacy which seeks to transform discourse on gender equality, and by resourcing the work of others in the movement. We collaborate with feminist movements and other strategic partners, adding our voice to collective efforts towards systemic change and gender equality for all.

## We are proud to launch our new Strategic Plan 2020-2023, setting our direction towards gender equality for all.

The plan sets out three goals, five strategies and eleven objectives which will guide our work over the next three years. To see the full plan, visit our website [www.iwda.org.au](http://www.iwda.org.au)



Young woman in the Autonomous Region of Bougainville marching at a leadership forum. Photo: Harjono Djoyobisono

### GOAL 3

## Build a resilient and relevant feminist organisation

To be an effective ally, IWDA must be resilient and able to withstand financial shocks, with a strong organisational culture that promotes wellbeing and diversity.

We must sharpen our capabilities for intersectional feminist analysis and expertise to ensure that we continue to be relevant to the women's rights organisations we support and the broader feminist movement.

As part of our contribution, we will continue to take actions to decolonise our approach to feminism and development. We want to become the best we can be in the world at north-south partnerships.

This means we seek to understand and leverage our locational power so that we know when to:

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

**STAND WITH** feminist movements in solidarity and amplify the work of global south actors.

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

\* "Step Up, Stand With, Step Back" is an adaptation of the framework proposed by Shirley Walters and Shauna Butterwick in their 2017 publication *Moves to Decolonise Solidarity Through Feminist Popular Education*.

# Thank you!

## Bequests

We are grateful to the women and men who have left a Gift in their Will to IWDA. We are committed to bringing your legacy to life and feel deep privilege that you chose IWDA. Thank you.

## Empower

Monthly donations through our regular giving program, Empower, are critical for our planning and ability to respond quickly to opportunities. We are so grateful for your ongoing commitment to IWDA.

## Donors

We offer our sincere thanks to those supporters who have made a very significant financial contribution to IWDA in the past year, including:

Anne Miller

ANZ

Biophilia Foundation

Gaudry Foundation

Gillian and Andrew  
Karpel

Isaacson Davis  
Foundation

Knights Family Jabula  
Foundation

Marianne Smulders

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Paterson Giving  
Account

Red Rocketship  
Foundation

The Arnold Foundation

The Naylor-Stewart  
Ancillary Fund

WeirAnderson  
Foundation



Keab Ly, a member of a savings group run by IWDA partner Banteay Srei in Cambodia. Photo: Harjono Djoyobisono



**We extend a heartfelt thanks to the many supporters, donors, volunteers and friends who make progress possible.**

### **Special Acknowledgments**

IWDA is powered by a great number of feminist friends, allies and advisers. We would like to recognise the following people for their support and advice in 2019/20:

Srilatha Batliwala	Leonie Morgan
Heather Brown	Nick Northcott
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Kate MacMaster	Julie Thekkudan
Channisitha Mark	Min Wah Voon
Carol Miller	

### **Volunteers and Interns**

We are incredibly grateful to the dedicated volunteers and interns who contributed to IWDA this past year. Thank you.

Cristina Vara Almirall	Annelise Lecordier
Sozic Brohan	Susie Morton
Ruth Kiptarus	Madhulika Rajawat
Melis Layik	



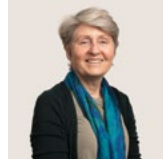
People gather to march for gender equality on International Women's Day in Melbourne.

# Board of Directors



**Kirsten Mander**, Chair, is an experienced businesswoman, director and lawyer. She has over 30 years' experience in the private, government and not for profit sectors, including as general

counsel for some of Australia's top companies including Australian Unity, Sigma Pharmaceuticals and Smorgon Steel Group. She has worked extensively overseas in Asia, the Pacific and former Soviet Union. Kirsten is chair of Legalsuper and a director of Peninsula Health, former chair of the Assisted Reproductive Treatment Authority and a former director of Swinburne University, RT Health, the Law Institute of Victoria and the Women's Circus. Kirsten is ex-officio on all IWDA board committees.



**Linda Kelly** is an international development professional, trainer and facilitator, and has held senior positions with World Vision and Oxfam. Her specialisations include monitoring and evaluation,

community development, gender, inclusive practice, international non-government organisational development and capacity building. Since 2001 she has been the Director of Praxis Consultants, specialising in strategic management, program design, research and evaluation for international and domestic organisations at project, program and policy levels. In 2014 Linda joined the Institute for Social Change at La Trobe University as Co-director.



**Louise Allen** is a global gender, peace and security consultant and an experienced women's rights advocate. She has been commissioned by the UN and NATO to undertake independent

assessments on the implementation of their gender commitments and how they engage with women civil society organisations. From 2014 to September 2018, she was the Executive Director of the New York-based NGO Working Group on Women, Peace and Security. Prior to that she led the advocacy team at Amnesty International Australia, worked in corporate government relations and started her career as a police media liaison officer. Louise has her Masters in International Relations.



**Bronwyn Lee** is a non-profit leader with over 20 years' experience working in non-profits, with deep practical and theoretical knowledge of the community sector. She is currently the Executive

Director for Learning Creates Australia, which is a new alliance working to bring together diverse stakeholders across the Australian community to create innovative, practical solutions to deeply entrenched and systemic educational challenges. She was formally the Deputy Chief Executive Officer at the Foundation for Young Australians and Chair of the Australian Youth Climate Coalition. Bronwyn is a member of IWDA's Finance, Risk and Audit Committee and Investment Committee.



**Carolyn Ireland** has over 20 years' experience working in a variety of senior finance and treasury roles and has held senior roles with Australian Pharmaceutical Industries Ltd, Epworth Healthcare, Australian

Unity, GBS Venture Partners, Macquarie Bank and KPMG. Carolyn is a board member and member of the Investment Committee at Defence Health Ltd. She is a Chartered Accountant, MBA and GAICD. Carolyn is Chair of IWDA's Finance, Risk and Audit Committee and Investment Committee.



**Jane Nash** is a consultant, board director and CEO of the Financial Counselling Foundation with expertise in Sustainability, Regulation, Government and Stakeholder Relations, Partnerships,

Financial Wellbeing and Governance. During an executive career with ANZ Banking Group, she led Australia's first national survey into Australians' money management capabilities and the expansion of financial education programs for women and disadvantaged groups to 21 countries across the Asia Pacific region. Through this work she gained a strong understanding of the need to advance the rights and position of women in Asia Pacific. In a finance industry career spanning 30 years, Jane also worked in economics, marketing, strategy and investor relations. Jane is a member of IWDA's Finance, Risk and Audit Committee and Investment Committee.



**Professor Susan Harris Rimmer** is the Director of the Griffith University Policy Innovation Hub (appointed July 2020). Prior to joining Griffith, Sue was the Director of Studies at the ANU Asia-Pacific College of

Diplomacy. With Professor Sara Davies, Susan is co-convenor of the Griffith Gender Equality Research Network. Sue also leads the Climate Justice theme of the new Griffith Climate Action Beacon. She is a Research Associate at the Development Policy Centre in the Crawford School at the Australian National University. She is a non-resident Research Associate at Chatham House in the UK. Sue was named one of 100 global gender experts by Apolitical in 2018. Sue is a member of IWDA's Remuneration and Nomination Committee.



**Philippa Taylor** is an experienced and successful non-executive director and advisor to boards and leaders within the corporate, government and non-for-profit space. She previously held global

C-suite roles in human resource management and brings expertise in governing people-related matters including culture and engagement, leadership and change management and is an experienced business leader in enterprise wide change. She is also a director of Western Leisure Services Limited and Apollo League Limited, and a mentor to boards and directors through Leadership Victoria. Philippa is Chair of IWDA's Remuneration and Nomination Committee.



**Jennifer Wittwer** is a military veteran with 39 years of experience in cultural and gender-sensitive workplace reform. She is a keynote speaker and author who has worked with UN Women in New York,

Ukraine and Jordan, NATO in Brussels and Afghanistan, and security sector agencies in Australia and overseas in implementing key international commitments on women's leadership and participation in (armed) conflict prevention, management and resolution. In recognition of her efforts, Jennifer's awards include the 2018 Canberra Women in Business Mentor of the Year, 2014 and 2018 AFR Women of Influence Alumni (Global), 2016-2019 Who's Who of Australian Women, 2011 Telstra Businesswomen's Awards (ACT). Jennifer was also awarded a Conspicuous Service Medal in the 2013 Queen's Birthday Honours List. Jennifer is a member of IWDA's Remuneration and Nomination Committee.

We also acknowledge committee members Tricia Peters (Finance, Risk and Audit Committee) and Erica Hall (Finance, Risk and Audit Committee and Investment Committee).

# Leadership team



**Bettina Baldeschi** is IWDA's Chief Executive Officer. She first joined IWDA in 2012 as Director of Communications, where Bettina led the transformation of the organisation's brand identity, media

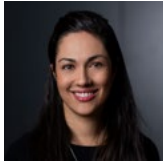
profile and communications strategy. Bettina later served as the Director of IWDA's Individual Deprivation Measure (IDM) program, where she led a team as they tested a world-first, gender-sensitive and multidimensional measure of poverty. Before joining IWDA, Bettina held a number of executive roles with Oxfam Great Britain, working across a team of 5000 staff in 90+ countries and she has also worked with UNHCR in Canberra. She holds a Bachelor of Arts (Honours) and a Masters in Women's Studies (Gender and Development).



**Gemma Hardie** is Director of Business Transformation, working with our operations, fundraising, communications and HR teams to support IWDA's business functions. Gemma has spent two decades

working and volunteering in the for-purpose sector and brings expertise in strategy, operations and revenue growth. Prior to joining the leadership team, Gemma sat on the Board of Directors at IWDA for five years. She has also worked in health, development and human services, in leadership roles at the Heart Foundation, Guide Dogs, Wesley Mission and Anglicare. Gemma has led our income development work, 2019 strategy review and our policy and compliance work.





**Nicky Kandiah** is IWDA's Financial Controller. With over 15 years' experience in a variety of financial roles across a number of organisations, including Ford Motor Company, IBM Australia, the Bank

of Montreal (Canada) and most recently, as Financial Controller at the Foundation for Young Australians. Nicky is passionate about leading a finance function that adds value, acts with integrity and makes a difference. She is a Certified Practising Accountant with a Bachelor of Commerce/Bachelor of Information Systems and Diploma of Arts from the University of Melbourne.



**Emily Miller** is the Director of Systemic Change and Partnerships at IWDA, overseeing our international partnerships in the Asia and Pacific region. Prior to returning to IWDA, Emily worked on large bilateral

development programs, both in the Pacific and Australia. Emily has lived and worked in the Pacific for over ten years, and has expertise in large-scale program management, monitoring and evaluation and HIV-prevention programming.



**Joanna Pradela** is the Director of Knowledge Translation at IWDA overseeing research, policy, advocacy, movement strengthening and IWDA's flagship program to understand poverty and inspire

change, Equality Insights. Prior to joining IWDA, Joanna spent five years as the Director of Policy and Advocacy at ACFID, Australia's peak body for overseas aid and humanitarian NGOs. Joanna has more than 15 years' experience in social justice and international development in both Australia and the USA with expertise in: government engagement; humanitarian disaster response policy and coordination; sexual and reproductive health and rights; gender equality; sustainable development, human rights and movement building.

# Our governance

## FINANCIAL OVERVIEW

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

### Operating Result

At the end of June 2020, IWDA realised an operating profit of \$1.4M. Our reserves at the end of financial year totalled \$2.4M, of which \$645k is in our Special Purpose Reserve and is restricted to funding certain programs or projects in future years. IWDA's consolidated equity grew to \$13.3M, an increase of 5% from 2019.

### Our Income

IWDA recognised income of \$14.6M in 2019/20. This is a \$421k, or 3% year on year decline in revenue with both fundraising and grant income impacted by COVID-19. Grant income continues to represent the majority of revenue and totalled \$10.8M, or 74% of our income.

### Our Expenditure

We continued to fund our program partners, with over \$11.0M in funding to support international programs. Overall expenditure decreased compared to the prior year, reflective of the COVID-19 impacts on programming, fundraising activity and travel.

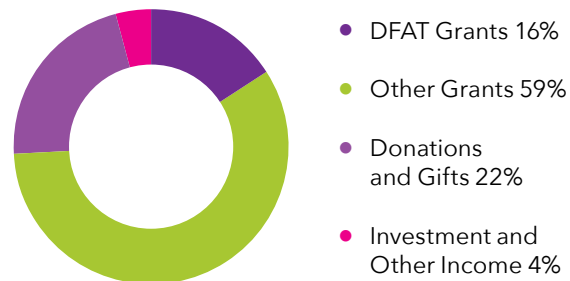
### Moving Forward

IWDA will leverage its strong financial foundations, delivering on the third year of the income plan which has delivered growth in the donor base over the last two years.

This is the final year of the WAVE program, which contributed \$20M in income over five years, and 2020/21 sees IWDA consolidating activities, while also seeking new opportunities for diverse income to support our work and our partners.

The new Strategic Plan for 2020-2023 outlines how we will advance our vision of gender equality for all, shaping the income sources and activities of IWDA for the next three years.

### Where our support comes from



**DFAT Grants:** The Australian Government's aid program.

**Other Grants:** Bilateral (foreign governments) and other grants (i.e private sector or non-government sector).

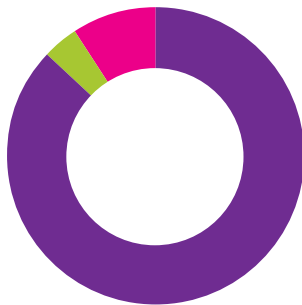
**Donations and Gifts:** Contributions from the Australian public, trusts, foundations, bequests and distribution from the IWDA Foundation.

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

## Our Major Funders



## Where the money goes



- Program related 87%
- Fundraising 9%
- Admin and Accountability 4%

## Accountability and Accreditation

IWDA is committed to full accountability to our partners, supporters and the diverse women we work with. We have full accreditation under the Australian Aid program. We are an active member of the Australian Council for International Development (ACFID) and are committed to the ACFID Code of Conduct. As a signatory to the Code, we are committed to conducting our work with transparency, accountability and integrity.

IWDA is also a member of the Fundraising Institute of Australia and is guided by its Code of Ethics and Professional Conduct.

We are committed to being a leader and specialist in gender and feminist development practice, and ensuring our work is evidence-led. We evaluate our practice and priorities to adapt and learn from the political, economic and social contexts in which we work.



Australian Government  
Department of Foreign Affairs and Trade

# Our governance

## SUMMARY FINANCIAL REPORT

### Statement of Comprehensive Income for the year ended 30 June 2020

IWDA	2020 \$	2019 \$
<b>REVENUE</b>		
<b>Donations and Gifts</b>		
- Monetary	3,049,021	3,394,990
- Non-monetary	-	-
Legacies and bequests	113,223	139,822
<b>Grants</b>		
Department of Foreign Affairs and Trade	2,263,083	3,509,272
Other Australian	3,504,116	2,132,908
Other overseas	5,035,506	5,644,118
Investment income	73,015	151,051
Commercial Activities Income	-	-
Other income	540,224	27,224
<b>Total Revenue</b>	<b>14,578,188</b>	<b>14,999,386</b>
<b>EXPENDITURE</b>		
<b>International Aid and Development Programs Expenditure</b>		
<b>International programs</b>		
Funds to International programs	5,985,480	6,676,093
Program support costs	5,075,678	5,214,422
Community Education	321,373	570,974
<b>Fundraising costs</b>		
Public	999,330	1,213,100
Government, multilateral & private	234,909	103,759
Accountability and Administration	539,747	600,401
Non-Monetary Expenditure	-	-
<b>Total International Aid and Development Programs Expenditure</b>	<b>13,156,517</b>	<b>14,378,749</b>
Domestic Programs Expenditure	-	28,026
Commercial Activities Expenditure	-	-
<b>Total Expenditure</b>	<b>13,156,517</b>	<b>14,406,775</b>
<b>Excess/(Shortfall) of Revenue over Expenditure</b>	<b>1,421,671</b>	<b>592,611</b>
<b>TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE YEAR</b>	<b>1,421,671</b>	<b>592,611</b>

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

### Statement of Financial Position as at 30 June 2020


IWDA	2020 \$	2019 \$
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and cash equivalents	6,698,474	7,308,296
Trade and other receivables	416,545	1,442,559
<b>Total Current Assets</b>	<b>7,115,019</b>	<b>8,750,855</b>
<b>Non-current Assets</b>		
Property, plant and equipment	59,570	103,281
Right-of-use assets	510,500	-
Intangible assets	-	21,019
Financial assets	-	-
Other non-current financial assets	47,290	64,278
<b>Total Non-current Assets</b>	<b>617,360</b>	<b>188,578</b>
<b>Total Assets</b>	<b>7,732,379</b>	<b>8,939,433</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Trade and other payables	349,141	377,325
Current tax liabilities	106,223	209,279
Provisions	341,144	288,453
Lease Liabilities	167,918	-
Other financial liabilities	3,965,325	7,062,172
<b>Total Current Liabilities</b>	<b>4,929,751</b>	<b>7,937,229</b>
<b>NON-CURRENT LIABILITIES</b>		
Provisions	31,567	29,286
Lease Liabilities	376,473	-
<b>Total Non-current Liabilities</b>	<b>408,040</b>	<b>29,286</b>
<b>Total Liabilities</b>	<b>5,337,791</b>	<b>7,966,515</b>
<b>Net Assets</b>	<b>2,394,588</b>	<b>972,918</b>
<b>EQUITY</b>		
Reserves	705,318	477,177
Retained surplus	1,689,270	495,741
<b>TOTAL EQUITY</b>	<b>2,394,588</b>	<b>972,919</b>

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



## Statement of Changes in Equity for the year ended 30 June 2020

IWDA	SPECIAL PURPOSE RESERVE	INVESTMENT RESERVE	MATERNITY LEAVE RESERVE	GENERAL RESERVE	RETAINED SURPLUS	TOTAL
	\$	\$	\$	\$	\$	\$
<b>AS AT 30 JUNE 2018</b>	<b>297,425</b>	<b>-</b>	<b>28,743</b>	<b>31,845</b>	<b>22,294</b>	<b>380,307</b>
Net surplus for the year	-	-	-	-	592,611	592,611
Transfer to (from) reserves	119,164	-	(28,743)	28,743	(119,164)	-
<b>AS AT 30 JUNE 2019</b>	<b>416,589</b>	<b>-</b>	<b>-</b>	<b>60,588</b>	<b>495,741</b>	<b>972,919</b>
Net surplus for the year	-	-	-	-	1,421,671	1,421,671
Transfer to (from) reserves	228,142	-	-	-	(228,142)	-
<b>AS AT 30 JUNE 2020</b>	<b>644,730</b>	<b>-</b>	<b>-</b>	<b>60,588</b>	<b>1,689,270</b>	<b>2,394,588</b>



Take the lead

**INDEPENDENT AUDITOR'S REPORT**  
TO THE DIRECTORS OF THE INTERNATIONAL WOMEN'S DEVELOPMENT AGENCY

**Opinion**  
In our opinion, the Code of Conduct Summary Financial Report derived from the audited financial report of International Women's Development Agency and controlled entity for the year ended 30 June 2020 is consistent, in all material respects, with that audited financial report, in accordance with the Australian Accounting Standards and the Australian Council for International Development Code of Conduct.


**Report on the Code of Conduct Summary Financial Report**  
The accompanying Code of Conduct Summary Financial Report for the year ended 30 June 2020, which comprises the summarised Statement of Financial Position as at 30 June 2020, the summarised Statement of Comprehensive Income, and the summarised Statement of Changes in Equity for the year then ended, are derived from the audited financial report of International Women's Development Agency and controlled entity for the same year. We expressed an unmodified audit opinion on that financial report in our report dated 15 October 2020.

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

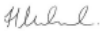
**Directors' Responsibility for the Code of Conduct Summary Financial Report**  
The directors of the International Women's Development Agency are responsible for the preparation of the Code of Conduct Summary Financial Report and to ensure it is in accordance with Australian Accounting Standards and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

**Auditor's Responsibilities for the Audit of the Code of Conduct Summary Financial Report**  
Our responsibility is to express an opinion on Code of Conduct Summary Financial Report based on our procedures, which were conducted in accordance with Auditing Standard ASA 810: Engagements to Report on Summary Financial Statements.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



**ShineWing Australia**  
Chartered Accountants



Hayley Underwood  
Partner


Bachelor of Commerce (Accounting)  
Member of Institute of Chartered Accountants in Australia  
Registered Company Auditor  
Auditor Registration Number: 428374

Melbourne, 15 October 2020

**Brisbane**  
Level 14  
12 Cheak Street  
Brisbane QLD 4000  
T + 61 7 3283 0888

**Melbourne**  
Level 10  
520 Collins Street  
Melbourne VIC 3000  
T + 61 3 8632 1800  
F + 61 3 8702 3400

**Sydney**  
Level 8  
167 Macquarie Street  
Sydney NSW 2000  
T + 61 2 8209 4800  
F + 61 2 8209 4999



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For a better understanding of IWDA's financial performance and position, the summarised statements should be read in conjunction with the unabridged financial statements, which includes the consolidated figures of the IWDA Foundation and notes to the accounts. A copy of the full financial statements for the year ending 30 June 2020 is available on our website [www.iwda.org.au](http://www.iwda.org.au) or by emailing [iwda@iwda.org.au](mailto:iwda@iwda.org.au)

The summary financial statements have been prepared in accordance with the requirements set out in the ACFID Code of Conduct. For further information on the Code please refer to the ACFID Code of Conduct available at [www.acfid.asn.au](http://www.acfid.asn.au).

### FEEDBACK AND COMPLAINTS

At IWDA we are committed to accountability and continuous learning and improvement. We take complaints very seriously. If you would like to raise a complaint with us, we will work with you to understand the situation, resolve it as quickly as possible and put in place measures to ensure it doesn't happen again. If you have a complaint, compliment or suggestion about any aspect of our organisation, please contact us on 03 8373 2500 or [iwda@iwda.org.au](mailto:iwda@iwda.org.au).

More information about a breach of the ACFID Code of Conduct can be accessed at [acfid.asn.au](http://acfid.asn.au). To report a breach, please send a complaint form to [complaints@acfid.asn.au](mailto:complaints@acfid.asn.au).

For more information about IWDA's policies see <https://iwda.org.au/complaints-procedure/>



**By working together,  
we can defend and  
advance the rights  
of women and girls  
and achieve gender  
equality for all.**

Young women in the Autonomous Region of  
Bougainville march at a leadership forum.  
Photo: Harjono Djoyobisono



PO Box 64, Flinders Lane,  
Victoria, Australia 8009

03 8373 2500  
iwda@iwda.org.au  
[www.iwda.org.au](http://www.iwda.org.au)

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

IWDA wishes to acknowledge the Traditional Custodians of the land our office is located on, the Wurundjeri people of the Kulin nations. We pay our respects to their Elders past and present.