


















Support to AmplifyChange (2021 – 2023): Strengthening Civil Society Advocacy for Sexual and Reproductive Health and Rights

<p>Key results:</p> <ul style="list-style-type: none"> - a stronger and more inclusive civil society in developing countries advocating effectively for better SRHR rights in support of SDG 3, 5, 16, and 17; - improved laws, policies, social norms for better sexual and reproductive health and rights for all in developing countries with special focus on women and girls; - organisational capacity building of civil society in developing countries to improve their governance and managerial capacity for improved sustainability; - enhanced South-voice in international forums with AmplifyChange and South partner's participation in international policy conversations and major SRHR learning events. <p>Justification for support:</p> <ul style="list-style-type: none"> - The world is currently witnessing a massive global pushback against the rights of women and girls and gender equality worldwide but more in Africa. AmplifyChange's strategic priorities and actions plan is fully in line with the goals set out in The World 2030 on gender equality and Denmark's commitment to promote and strengthen support for women and girls' rights. It contributes to achieving SDGs 3, 5, 16, and 17. - The project holds strong potential for improving women and girl's sexual and reproductive rights, including reducing unwanted pregnancies; with its strong focus on Africa, the geographical gravity is aligned to Denmark's strong focus on Africa. - The project is relevant for building a strong and diverse civil society with presence and capacity in SRHR advocacy in developing countries in 'hard to reach' areas (thematic as well as geographic). <p>Major risks and challenges:</p> <ul style="list-style-type: none"> - A potentially decreasing size of the total international funding for SRHR activities, may hinder AmplifyChange attracting sufficient funding, leaving the organisation dependent on one or few donors; - Lack of impact if funds are spread too thinly; - Perceived 'Northern' nature of the organization, - Fiduciary risk due to mismanagement and/or corruption 	File No.	2020-22871						
	Country	Interregional						
	Responsible Unit	Sustainable Investments Jobs and Equal Opportunities (GJL)						
	Sector	13010						
	Partner	AmplifyChange						
		<i>DKK mill.</i>	2020	2021	2022	2023	20xx	Tot.
	Commitment		80	80	80			240
	Projected ann. disb.			80	80	80		240
	Duration	2021 - 2023						
	Previous grants	DKK 483 mill.						
	Finance Act code	§ 06.36.03.11						
	Head of unit	Signe Winding Albjerg						
	Desk officer	Birthe Elisabeth Larsen & Jane Werngreen						
	Reviewed by CFO	Marie Gro Svenstrup						
Relevant SDGs <i>[Maximum 5 – highlight with grey]</i>								
 No Poverty		 No Hunger		 Good Health, Wellbeing		 Quality Education		
 Gender Equality		 Clean Water, Sanitation		 Affordable Clean Energy		 Decent Jobs, Econ. Growth		
 Industry, Innovation, Infrastructure		 Reduced Inequalities		 Sustainable Cities, Communities		 Responsible Consumption & Production		
 Climate Action		 Life below Water		 Life on Land		 Peace & Justice, strong Inst.		
 Partnerships for Goals								

Strategic objectives:

The overall objective is to strengthen civil society in developing countries to promote sexual and reproductive health and rights for all, with special focus on women and girls through support to implementation of AmplifyChange Strategy 2020 – 2025: Strengthening movements for Sexual and Reproductive Health and Rights.

Justification for choice of partner:

AmplifyChange is a well-known advocate for improved policy and action on the most neglected sexual and reproductive health and rights issues. The challenge fund run by AmplifyChange is unique with its focus on 'hard to reach' areas, both geographically as well as thematic. They have a good track-record in reaching the 'hard-to-reach' areas and have capacity and processes capable of managing a wide outreach. There is full compatibility between Danish policy and priorities and the mandate and objective of AmplifyChange.

Summary:

The project is core support to AmplifyChange for implementation of Strategy 2020 – 2025: Strengthening movements for Sexual and Reproductive Health and Rights. The strategy has four delivery streams: i) Direct grant to civil society, ii) Organisation strengthening of civil society, iii) Knowledge for advocacy, and iv) Governance, management, administration. Direct grants to civil society will provided on a 'call for proposal' basis. The annual action plan for 'call-for-proposal' will take a balanced approach to the five thematic focus areas: a) gender based violence, b) safe abortion, c) challenging stigma and discrimination, d) better sexual health for young people, e) better access to services. The grant assistance to civil society is complemented by support for organisational capacity building.

Budget:

	Total	Denmark
Output 1: Grant to Civil Society ('call-for-proposal')	407,880,000	214,600,000
Output 2: Organisational strengthening of civil society	3,360,000	2,400,000
Output 3: Knowledge for advocacy	5,120,000	3,000,000
Output 4: Governance, management, administration	23,640,000	15,000,000
TA, reviews, and communication		5,000,000
Total	440,000,000	240,000,000

Cover page

See Appropriation Cover Note format.

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**Strengthening Civil Society Advocacy
for
Sexual and Reproductive Health and Rights
Support to AmplifyChange (2021-2023)**

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1. Introduction

This project document describes the Danish core support to AmplifyChange Ltd. the not-for-profit organisation registered in UK under registration number 12482833 (hereafter referred to as AmplifyChange). The support is provided for the implementation of AmplifyChange Strategy 2020 – 2025 for strengthening SRHR civil society based in developing countries, their capacity to advocate for sexual and reproductive health and rights. The overall objective of the project is to ‘strengthen civil society in developing countries to promote sexual and reproductive health and rights for all, especially focusing on women and girls’. Denmark has supported AmplifyChange since 2014. The project documents covers a new phase of the Danish support to AmplifyChange for a commitment of DKK 240 million over a 3-year period 2021 – 2023.

A number of donors established the SRHR fund operating under the name AmplifyChange in 2014. The fund was established as a response to an identified challenge faced by small and medium sized civil society (CSO) in developing countries to access funds from traditional donors recognizing the potential embedded in building the capacity of these small and medium-sized CSO to advance the SRHR agenda. AmplifyChange is a well-known advocate for improved policy and action on the most neglected SRHR issues. From inception in 2014 AmplifyChange has over a 5 – 6 years period built its brand and an administrative set-up capable of managing a large number of small and medium size projects, and developed an innovative virtual platform for knowledge sharing and tools for its grantees. AmplifyChange uses a ‘call-for-proposals’ model in combination with activities for strengthening grantees’ organisational capacity. Since the start of the fund, about 750 grants have been approved to a varied range of groups, each working on a key aspect of SRHR. AmplifyChange showed its strength during the Covid-19 lock-down where it quickly adapted to changing circumstances in the way of working and quickly set-up webinars for its grantees and established a platform for grantees to share knowledge and ideas on how to continue working under Covid-19.

The world is currently witnessing a massive global pushback against the rights of women and girls. The pushback stands in stark contrast to the 2015 adoption of the Sustainable Development Goals, the global framework agreed upon by the global community – which among other things focuses on the health and rights of women and girls. The support to AmplifyChange and ultimately their grantees (the project) will help counter the pushback on women’s rights and improve gender equality and it will help strengthening support for women and girls’ rights, in particular, their right to own body.

AmplifyChange has developed a new strategy for 2020 – 2025, in consultation with its end-beneficiaries (grantees). AmplifyChange conducted a number of webinars for consultation of the Strategy with a broad group of different grantees and other stakeholders. The Danish support as outlined in this project document is for core support towards implementation of the strategy, and is fully in line with the strategy. The project document has been developed in an interactive process between Denmark and AmplifyChange.

2. Project Context

Achieving sexual and reproductive health and rights for all is a challenge globally. But more so in many if not most developing countries, especially in Africa where traditional practices and

conservative challenges on human rights prevail. Key elements of SRHR that are profoundly important in determining the rights, health and well-being of women, young people and marginalised groups have not received the attention needed.

Comprehensive sexuality education (CSE) plays a key role in the preparation of children and young people in a world where unprotected sex, gender inequality and discrimination based on sexual orientation still pose serious risks to their lives and experiences. About 95% of women whom experience an unsafe abortion each year are from developing countries. Over half of all estimated unsafe abortions globally are in Asia, although the risk of dying from an unsafe abortion is highest in Africa. Estimates suggest that unsafe abortion causes approximately 4.7% – 13.2% of the total number of maternal deaths globally. The ability of individuals to access safe abortion is an important component and indicator of sexual and reproductive health and rights. Combatting stigma is a necessary step in ensuring universal SRHR. Building the ‘SRHR voice’ in developing countries through funding civil society will enable and support local advocates to push for lasting and localised change in SRHR policies, norms and attitudes in their given context.

Female genital mutilation/cutting (FGM/C) is both a cause and a consequence of gender inequality. It can cause short and long-term physical, psychosocial and sexual health consequences. FGM/C is mostly prevalent in Africa. While there are improvements in the legislation, making FGM/C unlawful, it is still practiced widely in traditional contexts. 1 in 3 women experienced sexual violence by an intimate partner or non-partner¹. Prevalence of sexual violence is particular high in eastern-southern Africa. Marginalised populations, including LGBTI persons, people living with HIV/AIDS, sex workers, migrants or refugee populations, and children experience increased barriers and risks to accessing appropriate legal, health, and psychosocial services.

LGBTI communities face discrimination in law, society (including in family, faith, education and health care settings, the media, and from law enforcement agencies) and often carry internalised stigma relating to their sexual orientation. This stigma also relates to other intersecting issues such as health, their employment and other social factors, which can be used to devalue them as individuals. Currently, at least 68 countries still have national laws criminalising same-sex relations between consenting adults. Most of these are African countries. Shifting social norms to benefit SRHR is still much needed.

While there have been improvements in policies and laws, e.g. in Southern Africa, compliance and enforcement of laws are a challenge, as are social attitudes. It is generally recognised that civil society plays a crucial role in pushing for social changes and that to achieve recognition of SRHR as a human right for all requires an engaged and strong civil society. In order for the civil society in developing countries to have impact, and engage on the longer term in advocacy for SRHR they need to have access to reliable and flexible funding of activities as well as being able to access funding and other support for strengthening their organisations. AmplifyChange has demonstrated that by supporting local advocates, progress can be made.

¹ <https://www.who.int/news-room/fact-sheets/detail/violence-against-women> (World Health Organization)

3. Results and learnings from previous cooperation

Denmark is a well-known advocate for women's rights, and known for a strong focus on SRHR. As a lead founding member of AmplifyChange in 2014 and a key-partner since the establishment of the funding mechanism, not only in terms of funding but also as a key player in the various dialogue forums², Denmark has reinforced its profile as a women's rights advocate and for championing a focus on SRHR in developing countries.

In its Annual Report 2019, AmplifyChange highlights some of the results achieved over the period 2014 – 2019. More than 750 grants in 62 countries have been provided; while it is widely accepted that for advocacy establishing the link between result and attribution is a challenge, it should be recognized that AmplifyChange grantees have contributed to 34 significant improvements in policies, laws and/or budget allocations in 24 countries, including the SADC region (see Annex 8 for the full list). Examples of positive results from AmplifyChange support includes: i) three Kenyan CSOs, including the LGBTI Network, enabled the group to positively influence Kisumu County policy on SRHR, preventing deregistration of LGBTI organisations and to contribute to the County's Sexual and Reproductive Health Strategy 2019-2024; ii) a Somali-CSO established a referral system to support survivors of gender-based violence and FGM to access medical services (selected case studies in Annex 10).

Most of the grants are combined with some sort of organisational capacity building. An indicator on the effect of the capacity building is the ability of grantees to access second round of funding and/or to graduate to a higher level of grants. In this respect, about 30% of network grantees have secured more than one grant, and about 18% of grantees overall have moved to a higher level of grants, which speaks to the effect of capacity building.

A Danish 2019-review found AmplifyChange very relevant as a funding channel for supporting civil society SRHR advocacy in developing countries and recommended Denmark to stay engaged to ensure sustainability of the funding mechanism by supporting efforts to register AmplifyChange as a permanent not-for-profit entity with a governing Board driving policy and strategic planning. The review also provided a number of recommendations to AmplifyChange for improved grant management and results reporting. AmplifyChange has provided positive response to the recommendations and have where relevant addressed this in the Strategic Plan 2020 – 2025.

4. Strategic considerations and justification

The main considerations behind the Danish support to AmplifyChange are:

- The world is currently witnessing a massive global pushback against the rights of women and girls and gender equality. This pushback or even reversal is increasingly felt in developing countries. AmplifyChange and ultimately their grantees operates in this context and will help counter the pushback at the local level.

² In the governance body 'Independent Advisory Board', 'Fiduciary Risk Committee' (a sub-committee under IAB), and in the Annual Meeting, as well as various international events where AmplifyChange has participated.

- The project is fully in line with the goals set out in The World 2030 on gender equality and Denmark’s commitment to promote and strengthen support for women and girls’ rights, in particular, their right to own body, and it will contribute to Denmark’s commitment to strengthen civil society in developing countries.
- The project is aligned to the Danish SRHR action plan (internal) and speaks to the ambitions of the Minister for Development Cooperation to strengthen Denmark’s support for women and girls’ rights, particularly their sexual and reproductive health and rights, including reducing unwanted pregnancies, as set out in his four-year plan.
- AmplifyChange overall vision guiding the Strategy 2020 – 2025 is ‘full attainment of SRHR for all’, and therefore this project will contribute to achieving SDG 3: Good Health and Wellbeing (goal 3.7) and SDG 5: Gender Equality (goals 5.1, 5.2, 5.3, and 5.6). The project also contributes to SDG16 (Peace, Justice and Strong Institutions) and SDG 17 (Partnerships for the Goals).
- With almost three out of four grants implemented in Sub-Saharan Africa, the geographical gravity is aligned to Denmark’s strong focus on Africa, where also most priority countries are found.
- The project is relevant for building a strong and diverse civil society with presence and capacity in SRHR advocacy in developing countries in ‘hard to reach’ areas (thematic as well as geographic).
- The operational focus of AmplifyChange Strategy 2020 – 2025 on reaching the local grassroots-organisations in fragile and remote settings and the focus on neglected SRHR areas speak to the likelihood of successful delivery and that the project will be effective.
- The project is fully aligned to AmplifyChange Strategy 2020 – 2025 as it provides core support to the implementation of the Strategy. AmplifyChange will be operated as a pooled fund mechanism (ref. Strategy 2020 – 2025) and the organisation has a general policy of non-earmarking; this constitutes a likelihood that the total financial envelope, including Denmark’s contribution will be utilized efficiently, and that the Danish contribution will leverage additional resources.

5. Theory of change and key assumptions

The theory of change underpinning the project is identical with AmplifyChange Theory of Change (*Annex 3*), which builds on the organisation’s vision of ‘Universal fulfilment of Sexual and Reproductive Health and Rights’ for all. Five impact ambitions are the drivers to the vision:

- i. Elimination of all forms of gender-based violence,
- ii. Access to SRHR services that are rights-based, culturally appropriate and gender sensitive,
- iii. Access to safe and legal abortion and post-abortion care for all women,
- iv. Access to comprehensive sexuality education and information as well as SRHR services for young people, and
- v. Elimination of stigma and discrimination on grounds of gender or sexual orientation.

While the Theory of Change of AmplifyChange rests on sound internal logic, it also rests on important assumptions:

- AmplifyChange continues to enjoy significant financial support from its donors.
Mitigated through a pro-active fundraising plan.
- The governance structure is effective and management maintains efficient and effective grant management.
Mitigated through careful oversight by Founding Members and donors.
- That the civic space for SRHR advocacy does not deteriorate to a level where work is impossible.
More difficult to manage external factors, but AmplifyChange has measures for supporting groups in very challenging settings.
- That AmplifyChange continues being able to adapt to the changing reality in the countries where it works.
AmplifyChange has a good track record in rapidly adapting to new circumstances (as its response to Covid-19 demonstrates).

The current Theory of Change, which has guided AmplifyChange since its commencement will continue into the first year of the new strategy period. AmplifyChange will revisit its TOC after first year's implementation of the Strategy 2020 – 2025 period, taking into account lessons and knowledge gained by AmplifyChange; the revised TOC will provide the basis for revised results frame, and be developed alongside, with adapted indicators and benchmarks. The TOC and results frame review process will be overseen and approved by the AmplifyChange Board of Directors, appointed by its Founding Members. A consultative Donor Forum will help ensure alignment with performance indicators and benchmarks with donor requirements.

6. Project Objective and summary of results frame





The overall objective is full attainment of SRHR for all, with special focus on women and girls, young people, and the vulnerable and marginalised groups in developing countries. The project's thematic objective is build stronger and more inclusive civil society in developing countries, able to bring about better laws, policies, social norms and behaviour change, information and services for sexual and reproductive health and rights.

The project supports AmplifyChange five focus areas:

- Gender-based violence, including female genital mutilate on/cutting, domestic and sexual violence,
- Safe abortion choices,
- Challenging stigma and discrimination, including for LGBTI groups,
- Better sexual health for young people,
- Access to SRHR services for poor, vulnerable and marginalized groups including people living with disabilities.

While the outreach is specified as ODA-eligible countries, it will continue having Africa as its focus area. 74% of its grantees have been in Africa during the period 2014 – 2019). The future bench-mark for Africa is set at min. 70% of funding.

The “call for proposals” rounds will be designed to ensure a balanced proportional allocation of funding of each focus area. The call for proposals will offer grants within four main types:

 <p>OPPORTUNITY</p> <p>To support smaller groups and “new entrants” to SRHR advocacy. To enable local advocates to address new and emerging priorities. Available to non-registered groups. Rapid funds deployment capability on “emergency” or critical time sensitive issues.</p>	 <p>STRENGTHENING</p> <p>To support more established medium sized groups, seeking to advocate for SRHR beyond their local communities and in bringing about specific change. Can be used to build and scale-up networks and linkages across smaller community groups.</p>	 <p>NETWORK</p> <p>To support established groups working across countries. Supports networks and coalitions, and scale-up of effective advocacy approaches. Also supports knowledge and research groups generating evidence for policy and impact.</p>	 <p>PARTNERSHIP</p> <p>To support established groups working to build and strengthen civil society and foster capacity. This will encompass the facility to on-grant to smaller local groups, thus extending the reach and ability of AmplifyChange to foster and develop community based groups.</p>
EUR 25,000-50,000	EUR 50,000-350,000	EUR 350,000 – 1,000,000	EUR 500,000 – 2,500,000
1-3 years	2-5 years	2-5 years	2-5 years
35% of grant volumes	45% of grant volumes	15% of grant volumes	5% of grant volumes
Up to 40% of grant funding for organisational strengthening			

The total size of the financial envelope is not known yet. Funders are at various stages in the process of renewing their grants to AmplifyChange as is Denmark; Denmark is the furthest in the process because Denmark was first mover when AmplifyChange was established. Hence, the Danish grant agreement with the Fund Manager expires first. Uncertainty on the total financial envelope for 2021 challenges the preparation of the results-frame for 2021 and onwards due to conversations with prospective funders are still in progress. The preliminary results frame (Annex 5) – and future updates will be discussed with funders in the Funders Forum (donor coordination and dialogue forum).

AmplifyChange operates with different budget scenarios for indicative planning purposes and will revise and update the results frame on an annual basis considering both the level of secured funding from donors as well as the grantees’ results frames approved for funding. Denmark will as an active member of the Funders Forum use the Funders Forum as the primary platform for dialogue on the results frame and monitoring of the results. The planned Danish inception review will be used to assess the work-plans and results frame in light of the level of financial inputs. The inception review’s observations and recommendations will be shared with the Funders Forum as input to the joint dialogue on the consolidated results frame-work.

Monitoring of the progress will be based on AmplifyChange established monitoring system. AmplifyChange management will base its results reporting on the results-frame approved by AmplifyChange Board.

Below is a summary of the preliminary results framework (Annex 5) with indication of issues Denmark will focus on in the dialogues in the Funders Forum. This does not exclude the traditional monitoring of deliverables and results according to the annual work plans and budgets, which will be based on the agreed reporting from AmplifyChange.

Summary of AmplifyChange preliminary results framework (based on Annex 5):

Thematic Programme		Strengthening Southern civil society movements for Sexual and Reproductive Health and Rights		
Thematic Programme Objective		Stronger and more inclusive civil society movements able to bring about better laws, policies, social norms and behaviour change, information and services for sexual and reproductive health and rights.		
Impact Indicator		Number of supportive SRHR policies and laws that grantees have contributed to, across countries and regions where grantees work		
Baseline	Year	2020	AmplifyChange grantees have contributed to 34 improved SRHR policies and laws across 24 countries + SADC (Nov 2019)	
Delivery Stream 1:		Grants for civil society		In the dialogues Denmark's focus will be:
Outcome		AmplifyChange grants contribute to building stronger and more inclusive SRHR movements		<p>That the portfolio of grants is balanced across the five focus-areas within a 10 – 20 % of funding for each; special attention will be on <i>Access to comprehensive sexuality education and information as well as SRHR services for young people.</i></p> <ul style="list-style-type: none"> that hard-to-reach areas and fragile countries are sufficiently considered with targets set within a 10 – 15% range of the funding
Outcome indicator		# of countries where AmplifyChange grants have formed coalitions to strengthen SRHR movements		
Baseline	Year	2020	31 countries (tbc)	
Target	Year		Tbc	
Delivery Stream 2:		Organisational strengthening of grantees		In the dialogues Denmark's focus will be:
Outcome		AmplifyChange grantees have demonstrated their improved capacity to successfully apply for, and manage, a higher level of grant as 'graduates'		<ul style="list-style-type: none"> That sufficient organisational capacity strengthening is delivered to the 'graduates' and delivered on the basis of an agreed capacity development plan for the grantee. That organisational capacity development includes support to 'graduates' on developing their funding strategy On evidence of 'graduates' access to funding from other sources than AmplifyChange;
Outcome indicator		Percentage of eligible portfolio within eligible rounds who have graduated to a higher grant level		
Baseline	Year	2020	20% of eligible portfolio has graduated to a higher level of grant	
Target	Year	2023	25% of eligible portfolio has graduated to a higher level of grant	
Delivery Stream 3:		Knowledge for advocacy		In the dialogues Denmark's focus will be on:
Outcome		Enhanced profile and reputation of Southern-based civil society organisations		

		through sharing their knowledge and expertise to influence the wider government or global SRHR, health and development community			<ul style="list-style-type: none"> The participation of AmplifyChange contribution/participation of AC grantees in international policy conversations at major SRHR learning events; Presentations/panel discussions of AC grantees at major international scientific and learning events;
Outcome indicator		Funds raised by grantees from non-AmplifyChange sources OR: New SRHR evidence generated and/or current evidence synthesised and used for advocacy			
Baseline	Year	2020	TBD		
Target	Year	2023	TBD		
Delivery Stream 4:		AmplifyChange as the preferred SRHR partner for CSOs and funders			In the dialogues Denmark's focus will be:
Outcome		A strong, independent organisation with secure, multiple funding sources providing continuity and predictable support to CSOs in the Global South			<ul style="list-style-type: none"> Monitoring that AmplifyChange unfold its ambitions for sourcing funding, develop an action plan and vigilant implement it; The level of funds raised in total and the level of funding from other sources than Denmark; Contributing to a well-functioning Funders Forum and a constructive dialogue with the Board.
Outcome indicator		Funds raised as per the AmplifyChange budget scenarios			
Baseline	Year	2020	TBD		
Target	Year	2023	TBD		

Further to the Danish focus areas mentioned above, Denmark will also:

- monitor how AmplifyChange cooperates with other actors within the SRHR space;
- keep a focus on the 'how and when' men/boys are included in the SRHR work financed by AmplifyChange;
- support AmplifyChange 'data-mining' aiming at documenting impact, and
- make sure that donors receive reporting on impact progress across AmplifyChange's five substantial focus areas (not only delivery streams).

Denmark will put focus on these areas in the dialogues on the annual work plans and results reporting, as well as raising the issues in general where relevant (e.g. the mid-term review).

7. Inputs/budget

The Danish contribution to AmplifyChange will be a total of DKK 240 million for a three-year period. The support will be committed in 2020, 2021 and 2022 with an annual commitment of DKK 80 million (subject to the approved annual finance bills), and will be disbursed annually in 2021, 2022, and 2023 subject to approved annual work plans and budgets.

AmplifyChange Budget	Pound Sterling	Total DKK	Danish Contribution DKK
	2021-2023	2021- 2023	
Delivery Stream 1: Direct Grants	50.836.000	406.688.000	214.000.000
• <i>Opportunity grants</i>	3.680.000	29.440.000	

• <i>Strengthening grants</i>	13.840.000	110.720.000	
• <i>Network grants</i>	21.450.000	171.600.000	
• <i>Partnerships</i>	8.736.000	69.888.000	
• <i>Direct costs - grant management</i>	3.130.000	25.040.000	
Delivery Stream 2: Organisational Strengthening	420.000	3.360.000	2.380.000
Delivery Stream 3: Knowledge for Advocacy	640.000	5.120.000	3.620.000
Delivery Stream 4: Governance, man. & adm..	3.104.000	24.832.000	15.000.000
Sub-total	55.000.000	440.000.000	35.000.000
TA, reviews, communication etc.			5.000.000
Grand total	55.000.000	440.000.000	240.000.000

AmplifyChange is working on a comprehensive fund-raising plan for its strategic period 2020 – 2025. Dialogues have been opened with a number of current and new funders. Since the total financial envelope for the short to medium term is uncertain the organisation works with different scenarios for planning. The budget presented above is based on the measured growth scenario (Annex 4).

AmplifyChange will continue mobilizing funding as core funding; it is a guiding principle that AmplifyChange would not accept support from donors seeking explicitly to exclude their contributions from supporting the wider SRHR agenda. The Danish contribution will be provided as core funding. Disbursements will be made on the basis of annual budget and work plan approved by the Board of Directors.

During the period 2014 – 2019 Denmark has been the single largest donor to AmplifyChange, having provided more than 50% of the total funding over the period. For the project period (2021 – 2023), the indicative funding level for Denmark is expected to be about 54 % of the total based on the measured growth scenario. It is anticipated that Denmark's contribution in 2021 will be larger with a declining share the following years. The shared ambition (DK/AmplifyChange) is that the Danish proportion of the total funding over the time-period, will get below 50% in order to reduce AmplifyChange's dependency on a single donor.

AmplifyChange is in dialogue with the donors, who has supported AmplifyChange hitherto. For all, save Denmark and Packard Foundation, their funding agreements have not yet expired, hence they have not yet committed to providing funding for AC-NfP. AmplifyChange is also in dialogue with a possible new funder (Canada). Accordingly, it is not possible to estimate the level of funding for AmplifyChange for 2021 and onwards. Hence, the organisation operates with different budget scenarios.

The distribution of the budget for support to civil society (Delivery Stream 1) between the four types of grants: opportunity, strengthening, network, and partnership is indicative while respecting the Strategic Plan indication however may vary between years. The allocations to the different types of grants and sub-thematic areas will be decided on annual basis and guide the calls for proposals. The annual call-for proposal action plan will be subject to discussions in the Board of Directors and the donor forum and finally approved by the Board of Directors.

8. Institutional and Management arrangement

The governance structure of AmplifyChange is laid out in its Articles of Association as a not-for-profit entity. The organisation is governed by its Founding Members (an international group of individual SRHR advocates) constituting the overall guardians of the organisation. The role of the Founding Members includes receiving the annual reports (financial and narrative), appoint the external auditors, and appoint Directors to serve on the Board. The Board of Directors oversees the implementation of the strategy, approves policies, work plans and budgets, and the grant funding decisions of AmplifyChange. The Board has the capacity to appoint the Chief Executive Officer (CEO). It has appointed the current Fund Director as the interim CEO to lead the transition process under the oversight of the Board. A permanent CEO will be appointed after a merit-based recruitment process. The Board of Directors will lead the recruitment process assisted by a professional recruitment agency.

AmplifyChange will manage its input resources as a pooled fund and pursue a joint dialogue with its funders on budgets, work plans, and results. A consultative forum (‘Donor Forum’) will be established as the framework for the joint dialogue (draft Terms of Reference included as Annex 7). The Chair of the Board will lead the dialogue with the funders of AmplifyChange.

AmplifyChange is in a transition process moving from the virtual organisation with a fund management set-up to the regulated set-up as a registered not-for-profit organisation. For reasons of contractual obligations related to contracts signed with grantees as well as with donors for the AmplifyChange1 period – a parallel structure of operational grant management will run during the transition period. The transition arrangement was initially estimated to be 12 – 18 months process. Conversations are ongoing between the fund manager of AmplifyChange1 and the donors on the closeout period for AmplifyChange1. Considering contractual obligations between fund manager/donors and grantees and duly considering the time needed to process the final reports and accountability from grantees, the transition period will most likely have 31 December 2022 as the end date – albeit the number of projects under fund manager’s management during 2022 is likely to be very small.

The parallel structure consists of the decreasing AmplifyChange1 portfolio and the increasing portfolio of grants signed under the legal registered AmplifyChange. Main steps includes:

- The Transitional Board has appointed the current fund director as the interim Chief Executive Officer (CEO) with a responsibility of implementing the Transitional Plan and the day-to-day management, under the Transitional Board’s oversight;
- The current fund manager provides managerial and administrative support to registered entity during the transition period through a service contract. The service contract will be gradually phased out in line with staff and systems transfer takes places;

- Recruitment of the permanent CEO through a competitive process to commence in October 2020;
- Transfer of staff to be done in 'batches' and will commence from September 2020
- Policies and operational processes to be updated and approved by the Transitional Board 3rd and 4th quarter 2020;
- At the end of the transition period, the appointed transitional board will be replaced with a Board of Directors appointed by the Members annual meeting.

For the proposed Danish grant the following management arrangement are foreseen, aiming at ensuring adequate dialogue and timely decisions about the program:

- **Updated work plans, as approved by the Board**, to be submitted to MFA on a yearly basis;
- **Quarterly progress reporting** during the course of the programme period 2020 – 2023, including a financial statement + a short progress report highlighting main activities and achievements as well as main challenges and changes in plans; the reporting frequency can be reduced to half-yearly subject to satisfactorily reporting for 2020 and 2021;
- Active Danish participation in the **donor forum** to be established and guided by fixed terms of reference and holding regular meetings;
- Close dialogue and cooperation between MFA and AmplifyChange on **communication** of results;
- **Yearly narrative reports** that are harmonized for all donors and fulfil all donor guidelines, focusing on the progress towards policy outcomes, measured against indicators in the results frame. The intention is that the donors will agree on a common format, which will meet the needs of all AmplifyChange donors.

9. Monitoring and reviews

AmplifyChange will continue using the IT system SMILE for managing and monitoring the grants. The system supports the learning, monitoring and evaluation through the full project cycle, from application, technical reviews, approval of applications, management and monitoring of interventions supported, reporting by grantees, and documentation. The monitoring and evaluation system is also part of the SMILE system, which enables the AmplifyChange team to extract data and review the overall (consolidated) performance against targets. The grantees are requested to develop milestones against selected indicators and report on the progress during the grant period, and they report on progress against their individual results framework. Hence, the SMILE M&E system includes a multitude of information on the SRHR work supporting AmplifyChange monitoring and administration. AmplifyChange uses 'harvest' this knowledge and make it available to the grantees for their learning as well as for their internal learning processes.

Through participation in the Funders Forum and in direct dialogue with AmplifyChange management, Denmark will monitor and support development of AmplifyChange and implementation of its Strategy for 2020-25, including the evolution of the organisation (with

reference to the recommendations from the review) under the leadership/direction of the Board.

In line with the Danish ‘Doing-Development-Differently’ agenda, Danish strategic partners such e.g. the Danish Family Planning Association, and Danish embassies in developing countries where AmplifyChange has an active group of grantees will be engaged in terms of ensuring coherence across Danish SRHR engagements as well as being consulted with respect to the organisation’s performance. As such, synergies between the diplomatic efforts on the Danish SRHR action plan and the work of AmplifyChange local partners will be pursued.

The appraisal of the proposal listed a number of recommendations for issues to keep in focus during the transition phase. These issues are listed in Annex 13 and will guide Denmark’s dialogue and monitoring of the transition phase.

Inception Review: Considering the ongoing transitional phase, Denmark will conduct an inception review during 2021. The inception review will be a follow-up to the appraisal and as such review AmplifyChange’s follow-up on the recommendations from the appraisal, including the ascertaining that the recommended revision of Safeguarding Policy and the grantee agreement template for a stronger focus on SEAH has taken place. Further, the inception review will take stock of the progress of the transition process, assess AmplifyChange resource mobilisation action plan, the level of financial inflow and commitments to be realised, and work-plans and results frame in light of the level of financial inputs. The inception review should ideally be conducted mid-2021, however timing to be agreed with AmplifyChange Chairperson for the Board of Directors, giving due considerations to the timing of the start of contract for the incoming CEO’s. Terms of reference for the inception review should be consulted with the Chairperson of the Board and with other donors. This can be done through the Funders Forum.

Mid-term review: A mid-term review should be conducted late in 2022 early 2022 to guide the preparation of possible continued support to AmplifyChange (if such to be committed in 2023 for financing of 2024 activities). The overall objective of the mid-term review is to review and assess AmplifyChange’s execution of its strategy and the results achieved and take stock of the inflow of financial support to assess the sustainability of AmplifyChange. The review will guide the conversation on Denmark’s future engagement in AmplifyChange. Ideally, the mid-term review would be conducted as a joint funders review subject to appetite by other donors. Terms of reference for the mid-term review should be consulted with the Chairperson of the Board and with other donors. This can be done through the Funders Forum.

10. Financial Management, planning and reporting

AmplifyChange will managed its funds as a pooled fund. Denmark will provide core funding to the pooled fund for the implementation of the Strategy 2020 – 2025. The applicable procedures for financial management, procurement, and financial reporting will be those of AmplifyChange as approved by AmplifyChange Board of Directors. The minimum requirement for financial management of the Danish contribution is that AmplifyChange’s financial management and reporting procedures meet the requirements for recipients of Danish development funds, as laid out in the General Guidelines for Financial Management

downloadable from: <https://amg.um.dk/en/tools/financial-management/accounting-and-auditing/>. The procedures manual covering finance, procurement, and HR, which is in place for the AmplifyChange under fund management shall be updated and approved by the Board of Directors, as a consequence of the registration of the organisation. The updated procedures manual will include rules on who can incur which expenditure (level and type).

The Transitional Board has appointed BSG Valentine of Tavistock Square, London to act as accountants for AmplifyChange during the transition period.

AmplifyChange will prepare annual budget and work plans. Planning and budgeting shall follow AmplifyChange budget cycle and procedures, however, the budget should be designed to reflect the structure and corresponding level of the outputs of the results framework and it should be detailed enough to show the different categories of inputs and budget items necessary for achieving the planned results. The annual budget and work plan is to be shared with the Funders Forum latest in December for the coming year.

Funds will be transferred to AmplifyChange half-yearly, on a rolling basis based on the annual funding need according to the approved work-plans and budgets. Denmark will effect disbursements in response to a disbursement request addressed to the Ministry of Foreign Affairs, and sent to the relevant contact point (normally the Danish member of the Funders Forum). The disbursement request is to be co-signed by AmplifyChange Board Chairperson and CEO. Each request must state the bank account to which the disbursement is to be transferred. Immediately after receiving the funds, AmplifyChange must forward a receipt to the Ministry of Foreign Affairs, indicating the value of the transfer in the currency in which it has been received.

AmplifyChange accounting and financial reporting must follow international financial reporting standards, ensuring that:

- all sources of income pertaining to AmplifyChange are reflected and the Danish grant is entered into the accounts as income,
- reporting on expenditures is of at least the same level of detail as in the grant budget,
- all expenditures are documented by original vouchers, original invoices and original, signed receipts,
- a register of fixed assets and larger equipment are kept.

AmplifyChange will submit quarterly financial reports, and annually audited financial statements. Save for the annual reporting, the type and frequency of the reporting may be changed subject to discussions and modality agreed in the Funders Forum for donor reporting.

The accounts and their associated records shall be audited annually by an external auditor of international standard. Annual audits shall be submitted to the MFA not later than six months after the end of the financial year. The external audited financial statement shall be accompanied by the auditor's letter to management, which outlines the auditor's findings and recommendations.

The policies regarding safeguarding and anti-corruption having applied to AmplifyChange under fund management will be updated and presented to the Board of Directors for approval (as will the HR related policies mentioned above, which include policies such as Code of Ethics, Anti-Corruption Fraud and Bribery Policy, Safeguarding Policy, Whistleblowing Policy, and Counter Terrorism and Anti-Money Laundering Policy). The mentioned policies for AmplifyChange under fund management will continue serving also the registered AmplifyChange until revised and ‘rolled’ into AmplifyChange formalised organisation. While AmplifyChange has a clear zero-tolerance on discrimination and sexual harassment, it has been agreed during the appraisal that AmplifyChange re-visit its Safeguarding Policy to have a stronger focus on Sexual Exploitation, Abuse and Harassment (SEAH), and revise the grantee agreement template to ensure that grantees also have a strong focus on SEAH. The inception review will ascertain that the revision has taken place.

In its dialogue with AmplifyChange and engagement in the Funders Forum, Denmark will focus on AmplifyChange continued use of relevant and timely financial reporting for managerial decision making to ensure good ground for efficiency and effectiveness reviews and allow for results based financial decision-making.

The responsible MFA unit shall have the right to carry out any technical or financial mission that is considered necessary to monitor the implementation of the programme. After the termination of the programme support, the Denmark (responsible institution) reserves the right to carry out evaluation in accordance with this article.

11. Risk Management

A risk management matrix is included as Annex 6. The risk management matrix will be subject to reviews annually. AmplifyChange will, as part of their annual reporting to the Funders Forum, provide inputs to a discussion on development in the risks and recommend risk-mitigating actions.

A risk has been identified in relation to the potentially decreasing size of the total international funding for SRHR activities, which may negatively impact the ability of AmplifyChange to attract sufficient donor funds. The risk will be monitored and mitigated by AmplifyChange Board of Directors through active fund raising and focused fund raising. Further, mitigation is embedded in the nature and uniqueness of AmplifyChange – the organisation is almost the only CSO fund in the SRHR field with capacity and experience to reach the small CSOs and hard to reach areas in developing countries.

Risk are also associated with the perceived ‘Norther’ nature of the organisation due to its registration in UK. The risk is not seen as major as both Members and Board are of large geographical spread north/south. In this context, it should be mentioned that concerns over the ability to operate on the full spectrum of SRHR agenda has guided the decision not to register in e.g. Africa. AmplifyChange is cognisant of the impact that a wrong perception of the organisation’s linkage in the south may have on its reputation and are in the process of

developing mitigating measures, which will include information material illustrating the solid south linkage.

At the programmatic level, a major risk is lack of sufficient funding and that the resources will be spread too thinly to have an impact at individual country level, due to scarce resources for SRHR and the wide geographic and thematic focus. The registration of AmplifyChange has enabled AmplifyChange to take a fresh view on its resource mobilization and start formulating a resource mobilization strategy. The organisation plans to reach out to new donors as well as to approach more private funds, private sector, and even plan to explore the option for crowd-funding as an option for engaging more public support for SRHR. The Board of Directors approves annual action plan for call for proposal, which will duly consider previous funding rounds' thematic and regional focused calls to ensure a balanced portfolio of projects.

Many of the CSOs who receive AmplifyChange funding and implement grants are activists working in constrained and conservative settings. These are in particular groups and individuals working on abortion rights or LGBTI rights in unfavourable policy contexts. AmplifyChange has therefore instituted mitigating measures which allows for the grantees maintaining anonymity on all public-facing platforms such as websites or grantee lists (although their identity must be known to AmplifyChange in order to conduct thorough due diligence and receive the grant). For those groups working on abortion rights or LGBTI rights in particular maintaining the safety of their staff, and of the communities/people they work with, is essential. Every AmplifyChange grantee signs a contract that includes safeguarding principles, and larger organisations have to have a Safeguarding Policy in place prior to contracting. AmplifyChange has also facilitated larger, more experienced grantees running webinars on physical security and digital security of the SRHR activist work that other grantees do. AmplifyChange has also directly supported smaller groups working in challenging settings (such as Afghanistan) or sensitive topics (such as abortion rights) to improve their physical safety and digital security.

Fiduciary risk due to mismanagement and/or corruption exists at all levels. While AmplifyChange itself has never hitherto experienced cases of mismanagement and fraud internally in the organization there is nevertheless always such risk. Management and external auditor continue close fiduciary oversight of the organisation. At the grantee level this risk also exists and is judged to be medium to major due to organisations' having insufficient financial management systems. AmplifyChange continues having a strong ex-ante due diligence assessment of grantees, combined with capacity development activities, including financial management, to support the small/grassroots organisations. The level of misuse of funds have been low and cases have been dealt with in compliance with Denmark's requirements and policies. Denmark will continue monitoring that the current strong financial due diligence process continues being in place and that the organisation continues to maintain its focus on fiduciary risks.

At the institutional level, there is a risk of delays in implementation. The organisation is in a transition phase, which requires both systems and staff transfer onto new platforms and contracts. While there is significant back up and acceptance of the transformation to the formalised organisational set-up from staff as well as from the present Fund Manager, there is a

likelihood that not all staff wish to transfer onto new contracts. Staff turnover is a continuous risk for organisations, and will be managed through nurturing staff competences to ensure that the turnover does not go beyond what is a healthy norm for organisations. AmplifyChange is a well-known brand in its own right and has not hitherto experienced significant challenges in attracting competent staff.

12. Technical Assistance

Predictability for the grantees and protecting an already substantial investment is in the forefront. To further support AmplifyChange transition, a small budget of DKK 5 million is reserved for short-term technical assistance. The specific area(s) for special technical assistance will be decided in dialogue between AmplifyChange Chairperson of the Board and the MFA. Support is envisaged to be directed towards support to Board of Directors on e.g. strategic role and operational roles of the Board, develop the funding strategy and roll out the action plan, or support to the CEO in specific issues such as special joint communication events and data-mining for 'story telling'. The short-term TA budget is under MFA management and will also cover reviews and preparation of special reports.

13. Exit

It is expected that AmplifyChange continues to enjoy support from a wide group of donors, including private foundations and private company, as has been the case hitherto. The donor group to AmplifyChange¹ has signed individual contracts with the fund manager, contracts which are not harmonized on the end date of contractual obligations. Denmark was a first mover to support AmplifyChange, and hence the Danish contract expires first and Denmark thus first mover on the new arrangement. Conversations are ongoing between AmplifyChange NfP and current and new donors for future support. The expectation is that existing funders will consider new support coordinated with the expiration of their current contracts, and that new funders will come on-board based on an assessment of the registered AmplifyChange NfP set-up.

Denmark's exit is not foreseen in the very short time perspective as the transition process is in its initial phase. The funding and sustainability aspects of AmplifyChange will be subjected to an assessment during the mid-term review and considerations will be given to Denmark's financial weight and level of an eventual future engagement. The strategy for Denmark is to provide predictable funding, which allows AmplifyChange to properly plan its activities is to make commitments in year n for financing of grantees in year $n+1$. This gives AC sufficient time to adjust level of activities in relation to funding. In the expected scenario with a continuation of the multi-donor arrangement, Denmark's eventual exit after 2023 is not expected to bring AmplifyChange at risk as an ongoing entity, save for giving adequate notice on the level of engagement. In the case of no-continuation after this proposed grant, Denmark will aim at giving 12-month notice before exit to allow AmplifyChange to reschedule its 'call for proposals' programme.

Strengthening the organisational capacity of its grantees is core to AmplifyChange's approach to its support to grantees and imbedded in all grants. During the next strategic period, AmplifyChange will expand the capacity development support to also include building grantees' resource mobilisation capacity and supporting them in identifying alternative sources of

funding locally based. The broad range of capacity building activities will help promote the sustainability of the CSOs in AmplifyChange portfolio and reduce the risk on sustainability after AmplifyChange funding has ended.

14. Communication

AmplifyChange main communication tools are their web-portal (www.amplifychange.com) and their annual report. They are also very actively engaged on social media such as Twitter and Facebook. A communication plan for the Danish engagement is included as Annex 9.

Considering Denmark's role in establishing the SRHR fund in 2014, including the high-level launch and the significant level of Danish funding since the launch combined with a high degree of policy alignment with Danida and Danish civil society with priority to Africa and SRHR as a basic human right, AmplifyChange has a remarkably low profile in Denmark. While Danish SRHR stakeholders have a degree of familiarity with AmplifyChange, basic knowledge between the wider civil society and general public, is limited. This constitutes an opportunity for public diplomacy in Denmark as well as for Denmark's embassies in countries where AmplifyChange is active as the issues around SRHR are complex, yet quite feasible to communicate as human interest qualities allow for identification. Also, priority issues of AmplifyChange that would be considered sensitive in a lot of other countries, such as access to safe abortion and protection of sexual minority rights, enjoy relatively broad support in Denmark, offering opportunities for much stronger links with Danish civil society.

AmplifyChange has a strong tradition of communicating to wide and diverse audience to maintain a focus on SRHR. An example is their response during the times of Covid-19. All Members and Directors were provided with case studies of grantees working throughout the pandemic as part of a wider policy brief on 'SRHR and Covid-19' to equip Members and Directors to engage in various dialogue fora. Another example is the Chair of the Board who was part of broader engaging panel³ to profile AmplifyChange and the need to focus on SRHR.

Denmark has accrued valuable reputational capital through its support of AmplifyChange, not least through the role of HRH Crown Princess in championing the issues it supports, and should complement the financial contribution with a pro-active engagement and role in supporting AmplifyChange maintain and strengthen its donor base, for example, in encouraging current and potential donors to support AmplifyChange wherever feasible.

³ The panel was run by Cambridge University's Centre for Geopolitics, and featured the CEO of the Overseas Development Institute, International Rescue Committee (David Milliband) and the Halo Trust, as well as Dr. Narmeen Hamid, Chair of the Board of AmplifyChange.

Annexes:

Annex 1: Context Analysis

Annex 2: Partner

Annex 3: Theory of Change

Annex 4: Budget

Annex 5: Preliminary Result Framework

Annex 6: Risk Management Matrix

Annex 7: Draft Terms of Reference Funders Forum

Annex 8: Positive Change in Policies, Laws and Budget

Annex 9: Communication Plan

Annex 10: Selected Case Stories

Annex 11: List of supplementary materials

Annex 12: Process Action Plan

Annex 13: Focus areas for dialogue meetings

Annex 14: Summary of Recommendations from Appraisal

Annex 1: Context Analysis

Achieving sexual and reproductive health and rights (SRHR) for all is a challenge global, but more so in many if not most countries in Africa where preservation of so-called ‘traditional norms’ at the expense of fundamental rights are the norm in many (most?) countries. 2019 saw several examples of push back on SRHR: 1) movements in Uganda to reintroduce a bill imposing death penalty for homosexuality; ii) in South Africa, gender-based violence was top of the national agenda; iii) a pre-election public debate in Ghana exploded over notions that Comprehensive Sexuality Education would lead to moral corruption of youth. In most African countries, feminine hygiene products are subject to value added tax, and in some countries, the menstrual cup is levied with luxury tax. These examples serve as a reminder of the continued relevance of promoting SRHR for all, but in particular for women and girls.

Comprehensive sexuality education (CSE) plays a key role in the preparation of children and young people in a world where unprotected sex, gender inequality and discrimination based on sexual orientation still pose serious risks to their lives and experiences. CSE is essential in enabling children and young people to develop accurate and age-appropriate knowledge, that is inclusive of gender equality and human rights. It also helps children and adolescents to reflect on social norms, cultural values and traditional beliefs in their own settings, allowing them to both question and acknowledge their communities. However, despite compelling evidence in favour of high-quality, inclusive and age appropriate CSE, many children and adolescents are not receiving the information or education to allow them to make conscious, safe and informed choices about their sexuality and relationships. School-based CSE faces significant political pressure. In many African countries, it is banned from the formal curriculum in government schools or made an optional extra-curricula ‘club’ activity. The opposition is increasingly well organised and enjoys support from an international coalition of conservative religious movements including the current US administration. Religion has a widespread influence on the development of CSE policy and curricula. Schools are often delivered by, or in close partnership, with conservative religious institutions and conservative religious attitudes are widespread amongst teachers and school managers. There are some examples where CSE has been positively adapted to suit the religion and culture of the area (e.g. AmplifyChange grantee Kenyan Muslim Youth Development Organization, KYMDO, are working with Muslim youth in Kenya through the ‘Amina Ali’ curriculum). But this is not always the case. Teaching of CSE in schools in developing countries rarely meets UNESCO standards (which are widely recognised as best practice).

Menstrual Health: In 2017, 1.9 billion women – around 26% of the population – were of menstruating age, spending an average of 65 days a year experiencing menstrual blood flow. Every single one of these individuals will face some sort of stigma or taboo around their period at some point in their lives. For others, the day-to-day reality of having a period can stop them going to school, work or simply leaving the house. With estimates suggesting 68% of the world’s population live in developing countries (estimated to reach 85% by 2030) 1.29 billion menstruating people are in developing countries where access to clean water, toilets, menstrual health education, and menstrual products are likely to be limited. Such situations can reinforce social stigma around menstruation, as well as pose extra health risks. Furthermore, Menstrual health is integral to comprehensive sexuality education (CSE) and sexual and reproductive

health and rights (SRHR). Not only does such mainstreaming into other programmes help lower stigma but, when better understood, menstruation can also be used as key tool for helping to identify sexual and reproductive health disorders, such as endometriosis.

Key barriers:

- **Access to appropriate facilities:** e.g. girl-friendly toilets, appropriate and eco-friendly disposal mechanisms for products, running water and soap
- **Access to products:** A lack of access to menstrual products can occur due to financial barriers, a lack of education around products available, production and distribution chains, government standards checks.
- **Lack of education:** Stigma and misinformation around menstruation, and reproductive health more broadly, continues due to a lack of education on menstruation. Fear and psychological upset can occur when girls begin menstruating before having any understanding of why or how it is happening. On a practical level, a lack of education can lead to bad habits in how to manage menstruation safely and cleanly.
- **Stigma:** Everywhere in the world there are taboos around menstruation. Women are banished from temples, homes, or bedrooms when menstruating, some may not prepare food, and teasing or shaming in school playgrounds is near universal. Others simply stuff menstrual products up their sleeves in offices for fear of embarrassing themselves and other colleagues. All gradations of these have an impact, both individually and societally, and it is only through open discussion and a dialogue which normalises periods that this will change.

The ability of individuals to access safe abortion is an important component and indicator of their sexual and reproductive health and rights. 25 million individuals worldwide experience an unsafe abortion each year, 97% of whom are from developing countries. Estimates suggest that unsafe abortion causes approximately 4.7% – 13.2% of the total number of maternal deaths globally. Studies show that legal and access barriers to safe abortion services do not stop people from seeking abortion; they just force them to resort to unsafe options putting their lives, health, and dignity at risk. Most countries include post-abortion care (PAC) as an essential health service to combat maternal mortality due to unsafe abortion. The availability, cost, and quality of this care varies, and often makes up a significant percentage of country healthcare costs. Global estimates put the healthcare system cost of post-abortion care at about \$232 million per year. Improving access to safe abortion services would cut the cost burden of unsafe abortion on global healthcare systems by 10-fold. Medical abortion, also known as abortion with pills, is a key tool to improve early abortion accessibility and cost, particularly in restrictive settings. The right to access quality medical abortion drugs, and/or to access information about safe medical abortion, is a key challenge in many countries. Over the past 25 years, nearly 50 countries have improved their abortion laws to allow for more grounds for access. While some of these changes have been small, there is a clear trend in many parts of the world to ensure individuals can access legal abortion services or do not face high criminal penalties for seeking abortion services. Key strategic litigation cases have been critical in many countries, highlighting the importance of legal allies. International and regional treaties and agreements have provided the basis for many of the policy changes, such as the Maputo

Protocol and CEDAW (the Convention to the elimination of all forms of discrimination against women). These international and regional documents are key enablers to policy change, as we have seen most recently in the Democratic Republic of the Congo (DRC) and Côte d'Ivoire. Abortion rights movements in different countries have benefitted from increased funding and coordination. The ability to learn from successes in different countries to better inform strategies has been improved by online coordination. Technical partners have strengthened their offerings to ensure a strong advocacy planning base to these groups. More diverse groups of allies have ensured a broader buy-in in movement building, ensuring multiple avenues to access decision makers. There has been an increase in countries registering mifepristone over the past few years, as well as combi-packs. Misoprostol's widespread availability and lower cost has increased the possibility of self-managed abortion in otherwise restrictive settings. SRHR hotlines, telemedicine, and websites with accurate, WHO-aligned information on medical abortion protocols largely operated by civil society organisations (CSOs) have ensured that correct information is disseminated to individuals who choose to safely self-abort with misoprostol. Partnerships with pharmacists and other drug-distributors has improved the quality of information provided on correct dosage, side-effects and warning signs. Combatting abortion stigma is a necessary step in ensuring that abortion becomes more available. A key tool in addressing abortion stigma is the use of Values Clarification for Attitude Transformation (VCAT) methodology. This approach has been integrated into political advocacy, work with communities, educating religious leaders and other gatekeepers, and building coalitions. Feedback from grantees shows that it has allowed for the conversation around abortion to become less of a taboo.

Female genital mutilation/cutting (FGM/C) is both a cause and a consequence of gender inequality. FGM/C can cause short and long-term physical, psychosocial and sexual health consequences. Cultural traditions and social norms heavily influence the continuation of the practice, and the forms of and beliefs surrounding FGM/C vary in different communities and countries. However, across these differences is the underlying misbelief that FGM/C is necessary to control women's bodies and female sexuality. Ultimately, FGM/C is a form of violence against women and girls, and a violation of human rights. Estimates cite that 200 million women and girls globally have been affected by FGM/C⁴, and traditionally it has been largely perceived that FGM/C is mostly prevalent in Sub-Saharan and North Africa. A high prevalence of FGM/C is seen across West Africa (Guinea: 97%, Sierra Leone: 90%, Liberia: 45%, Senegal: national prevalence of 23%, regional prevalence up to 78%)⁵. In many of these locations, FGM/C is strongly linked with membership to 'secret societies' and community power structures and is most often carried out by traditional cutters. There is a mix of strong support for the continuation of FGM/C in some areas, and a growing opposition to the practice in others. Across East Africa, FGM/C is often undertaken on infants and young girls. In this region FGM/C is often conducted by traditional practitioners but there is a growing trend towards medicalisation of the practice, particularly in urban areas. FGM/C is inextricably linked with other sexual and reproductive health and rights issues, such as child marriage, gender-based violence and gender equity, resulting in numerous challenges to the eradication of the practice. The cultural practice is tied to the prioritisation of male sexuality and an

⁴ Country profiles (28 Too Many)

⁵ Female Genital Mutilation/Cutting: A global concern. 2016 PDF (UNICEF)

entitlement to control a woman's right to sexual autonomy and pleasure. Social norm change for longstanding cultural traditions or religious beliefs can be extremely resistant to change, and advocacy efforts that are disjointed or perceived as stigmatising or judgemental can lead to backlash within communities. Often the tradition acts as the livelihood for cutters who may not have alternative sources of income if the practice were to end. Some regions are seeing a shift towards the medicalisation of FGM/C as it is perceived to be a safer way to conduct the cutting; this shift comes with a myriad of further barriers and does not address the human rights violations caused by FGM/C. Finally, many countries lack clear laws and policies on FGM/C, and where they do exist, they are extremely difficult to enforce.

Key enablers:

Although social norm change on FGM/C can be difficult, we know from several contexts that reduction and eradication is possible. Effective interventions must come from local levels that understand the context specific to the communities they are working in. This can be achieved through grassroots efforts and community-based approaches - engaging with community and religious leaders, elders, cutters, and involving both men and women. Successful approaches may include creating alternative rites of passage or supporting alternative livelihoods for cutters, although the evidence behind these approaches vary. Clear FGM/C-specific policies and laws create a positive environment for advocacy work, but they need to be coupled with systematic enforcement. Finally, FGM/C data is crucial to targeting efforts and is particularly needed to provide a case for FGM/C work in countries where no prevalence data exists.

Annex 2: Partner

The key stakeholder for the proposed engagement is the not-for-profit organization AmplifyChange (AC). AC is a civil society support mechanism for strengthening mainly the Southern advocacy voice for sexual and reproductive health and rights (SRHR) and thereby improve the sexual and reproductive health rights for women, and girls and marginalised groups. The organisation operates a challenge funds for financial support and technical assistance for organisational strengthening to civil society organisations and grass root movements working on SRHR-advocacy. AC gives special attention to: i) access to safe abortion; ii) combatting gender based violence incl. female genital mutilation and child, early and forced marriage; iii) promoting the sexual health of young people; iv) reducing stigma and discrimination on grounds of gender, sexual activity or orientation and v) access to comprehensive reproductive health services for poor, vulnerable, and marginalized people.

AC's main geographical focus is Africa. AC places high importance to knowledge-sharing and puts grantees' experience and learning in the centre. Through a digital knowledge platform and webinars AC shares widely knowledge and experiences of grantees across SRHR. The recipients of AC support are important secondary level stakeholders as is the wider group of users of the AC knowledge platform (<https://amplifychange.org/knowledge/>) such as governmental donors, private foundations, and private companies.

Origins and evolution: The AmplifyChange fund was launched as a multi-donor mechanism in 2014 on the initiative of Denmark, The Netherlands and US based private foundations Packard and Hewlett, in response to an identified gap in funding of civil society engagement in advancing SRHR, particularly for organisations in the South. When Denmark, the Netherlands and Packard Foundation took steps in 2013 to explore options for a joint mechanism to fund civil society organisations in Africa and Asia it was a response to findings of a review in 2009-10 of Danish support to SRHR and a Dutch study in 2014, both pointing to a severe funding gap for smaller organisations engaged in hard-to-fund SRHR initiatives at grassroots level. The idea was to establish a mechanism for coordinated support to smaller organisations engaged in advancing the rights of the most vulnerable groups, including women and girls, young people and sexual minorities found to be facing difficulties in accessing funds from international donors.

At the time of establishing AmplifyChange the fund was not created as a new organisation but started out as a joint donor fund with a fund management structure built on cooperation between three organisations: Mannion Daniels Ltd, African Women's Development Fund, and Global Fund for Women with MannionDaniels as the Partnership lead. The Fund was to be hosted within the existing organisational set-up of the lead contractual partner, making use of existing infrastructure; MannionDaniels and the partners became the host of what became AmplifyChange. The mechanism was envisaged as a lean and virtual arrangement executed by a fund manager in a 'virtual' organisation format with a governance structure, which included the Independent Advisory Board with donor representation. The role and scope of the fund manager was defined as: 'The Fund Manager will be responsible for communicating and promoting the visibility of the Fund as an entity to champion and raise the profile of its key area of concern. The Fund Manager will undertake fundraising to support the work of the Fund. The Fund Manager will ensure that the Fund has visibility and a strong and independent

identity.’ AC was envisaged as a multi-donor virtual organisation administered by a fund manager. From the outset, the expectation was that activities would continue beyond the initial period for the fund in a regulated/formalised organisational set-up. For all intents and purposes it was envisaged that the virtual arrangement should act and be understood as an organisation with a lifespan beyond its initial years.

A mid-term review conducted by the Netherlands in 2018 highlighted that the funding arrangement, and recommended, inter alia, that donors should consider providing longer term financing to ensure predictable funding; a finding, which was later re-confirmed by a review by Denmark in October 2019.

Status today: In response to lessons learnt during the first phase from 2014 - 2019, a group of eight social justice advocates (aka founding members), a majority of whom have been actively engaged in AC from the outset in 2014 took steps early 2020 to formalize AC’s organisational set-up. The organisation was registered on 25th February 2020 under UK law under the name: AmplifyChange Ltd. as a not-for-profit company limited by guarantee by the eight founding members. The founding members have appointed a ‘transitional board’ consisting initially of three members, since expanded to five, chaired by Dr Narmeen Hamid. The period of fully transitioning all activities from the ‘virtual’ organisational set-up to the formalised organisation is estimated to be 12 – 18 month. At the end of the transition period, the appointed transitional board will be replaced with a Board of Directors appointed by the Members annual meeting.

The mandate of AmplifyChange is to make grants of various sizes and duration as agreed by the Board to support the work of civil society organisations located in ODA-eligible countries advocating for improved sexual and reproductive health and rights (“SRHR”) and to support advocacy by civil society organisations located in ODA-eligible countries on the most important and neglected areas of SRHR.

AC has hitherto enjoyed significant support not only from governmental donors, but also from private foundations. Albeit AC expects to continue receiving the majority of its funding from the same traditional funders, the organization realizes that the involvement of the private sector is important. While the funding from private sector is not expected to come to a level where it can replace governmental and private foundations funding, AC wishes to pursue further support and cooperation with private companies, for funding but as importantly as supporters of women and marginal groups’ rights.

Danish Support to AmplifyChange: As one of the founding members of AmplifyChange Denmark has been a key-partner since the establishment of the funding mechanism, not only in terms of funding but also as a key player in the governance body: Independent Advisory Board (IAB) and in the Fiduciary Risk Committee (a sub-committee under IAB). In 2014, Denmark was one of the first movers to support AmplifyChange together with the Netherlands, and Packard Foundation; however, the initiative soon enjoyed support from a wide group of likeminded donors and was at the time of launching a multi-donor mechanism. During its first five-year period, AmplifyChange has received significant financial support from the three founding members as well as a wider group of five donors including United Kingdom, Norway, Sweden, ViiV Healthcare (private company), and Hewlett Foundation.

End 2019 Denmark has supported AC with approx. DKK 480 Million in core funding. The finance bill 2020 indicates continued funding at the same level annually.

Criteria for selecting AmplifyChange: AmplifyChange is now a well-known advocate for improved policy and action on the most neglected SRHR issues. They have funded around 750 organizations the last 5 years. Through its wide outreach and work with the large number of Southern based civil society organizations and movements, AC has gained substantial knowledge of the sector and demonstrated solid expertise in the SRHR field in South.

From the out-set AC was unique; it was established as a response to an identified gap in relation to funding of civil society engagements in advancing SRHR, in particular for organisations in the South. The organisation continues to be unique; no similar SRHR challenge fund focusing on South SRHR civil society having such specific focus on 'hard to reach' areas and capacity to manage a large number of grantees have been identified. The organisation has a good track-record in reaching 'hard to fund' areas (geographically as well as subject wise). Denmark is at the forefront of advocating and promoting sexual and reproductive health and rights (SRHR) for all women, men and youth and the right to decide over one's own body. While support to and through international organisations is important, it is evident that in order to promote SRHR in the South the "SRHR voice" of the South itself must be strengthened. With continued support to AC, Denmark will not only build on what was established in 2014, but also enable continued and increased funding for civil society SRHR advocacy in the South. Sexual and reproductive health and particularly rights are in many contexts not a given. Advancing these rights for women, men and youth at national, regional and global levels and translating internationally agreed norms and standards into practice at country level requires a stronger, more vibrant and better networked southern based civil society.

Summary of key partner features

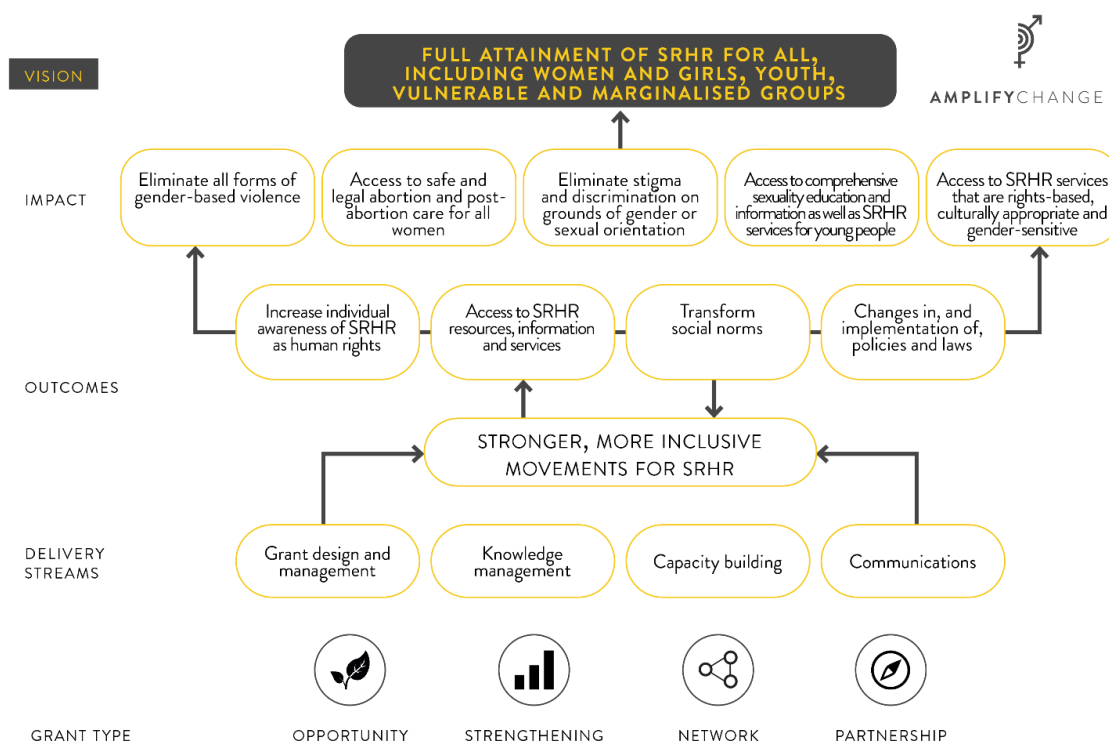
Partner name <i>What is the name of the partner?</i>	Core business <i>What is the main business, interest and goal of the partner?</i>	Importance <i>How important is the programme for the partner's activity-level (Low, medium high)?</i>	Influence <i>How much influence does the partner have over the programme (low, medium, high)?</i>	Contribution <i>What will be the partner's main contribution?</i>	Capacity <i>What are the main issues emerging from the assessment of the partner's capacity?</i>	Exit strategy <i>What is the strategy for exiting the partnership?</i>
<p>AmplifyChange (AC) (Registered in England and Wales under registration no. 12482833)</p>	<p>Resource mobilization to provide grants to support the work of civil society organisations located in ODA-eligible countries advocating for improved sexual and reproductive health and rights (SRHR).</p> <p>Delivery of training and support for organisational strengthening of grantees.</p> <p>Sharing of knowledge and best practices for advocacy work in SRHR.</p>	<p>High</p> <p>Without the program, the AC will have only limited resources for its work programme for 2021+. Change of policies and culture are long-term actions, which requires predictability of funding in a multiyear view.</p> <p>Denmark is one of a few group of donors providing stable funding to SRHR advocacy without setting restrictions on funding of e.g. advocacy for right to own body and free sexual preferences.</p>	<p>High</p> <p>AC is unique – its almost the only funding mechanism for funding to small CSOs and grass-root based civil society activists in South in SRHR.</p> <p>AC is more than a fund; it is a wider platform for sharing of knowledge for SRHR organisational strengthening of grantees, and for sharing of grantees knowledge and experiences.</p>	<p>AC provides financial and TA support to small and medium sized CSOs in South to build their capacity as advocates for SRHR. AC's contributions are:</p> <ol style="list-style-type: none"> 1) Provision and management of grants for civil society based in South; 2) Organisational strengthening of grantees; 3) Knowledge for advocacy. <p>Main strength of AC is that they has specific focus on support activities in countries and SRHR issues that are hard to fund.</p>	<p>Strength: capable of tailoring training courses to specific needs and learning style. Capable of upscaling very fast if necessary, and demonstrated capacity to adjust to context changes (e.g. supporting grantees' adaption to the reality of operating in a Covid-19 context).</p> <p>Weaknesses: Based in Bath/UK the organisation can be perceived as lacking specific local context issues in countries of operations.</p> <p>Opportunities: Can provide on-line follow-up training and coaching to help participants translate theory into practice.</p> <p>Threats: Shrinking space for CSOs in South; and lack of sufficient funding to achieve sufficient volume for funding to achieve a critical mass in the field of operations.</p>	<p>AC has hitherto been funded by a group of donors, including private funds. At the moment exit is not foreseen in the short time perspective. The multi-donor scenario is expected to continue, and this allows Denmark to adjust engagement without special exit strategy, save for giving adequate notice on the level of engagement.</p> <p>The strategy for providing predictability of funding is to make commitments in year n for financing of grantees in n+1. This will give AC sufficient time to adjust its level of activities.</p> <p>Denmark will use the inception review and the mid-term review to assess Denmark's engagement role vis-à-vis other funders and recommend on eventual future exit strategy.</p> <p>In the case of no-continuation notification of this must be given 12 month before exit to allow for AC to reschedule its 'call for proposals' programme.</p>

Annex 3: Theory of Change

AmplifyChange Theory of Change aims for 'Universal fulfilment of Sexual and Reproductive Health and Rights' as its overall vision and adds impact ambitions and outcomes to illustrate how the grants feed into the change logic. Five impact ambitions are the drivers:

- i. Elimination of all forms of gender-based violence,
- ii. Access to SRHR services that are rights-based, culturally appropriate and gender sensitive,
- iii. Access to safe and legal abortion and post-abortion care for all women,
- iv. Access to comprehensive sexuality education and information as well as SRHR services for young people, and
- v. Elimination of stigma and discrimination on grounds of gender or sexual orientation.

AmplifyChange presents their Theory of Change as set out in the diagram below. It maps out the pathways and linkages between the grants AmplifyChange offers, the delivery streams it will pursue, and the anticipated outcomes and impact of the advocacy it supports.



Key assumptions underpinning the ToC is that AmplifyChange continues to enjoy significant financial support from its donors, that the governance structure is effective and management maintains efficient and effective grant management. While the Theory of Change of AmplifyChange rests on sound internal logic, it also rests on the serious assumption that the civic space for SRHR advocacy does not deteriorate to a level where work is impossible. AmplifyChange grantees work in a context of high controversy in most of the engagement countries and AmplifyChange is often 'first mover' in less stable countries for provision of SRHR advocacy support. Sensitivities around SRHR in such situations add significant amounts of risk. Often SRHR interventions need to adapt the approach to the local context.

Terminology has proven critical to success, including grantees using their local knowledge and links to do what is appropriate, for example replacing reference to LGBT by ‘people who are different’.

It is a key assumption that AmplifyChange continues being able to adapt to the changing reality in the countries where it works. AmplifyChange’s track- record in this respect is positive. They are often ‘first movers’ in countries difficult to reach; the grassroots nature of its grantees makes it possible to start with one or two grantees, giving these extra attention and capacity development support to build their strength and then support these to move the outreach. AmplifyChange has also shown agility in responding to political changes in countries like Tanzania through giving grantees the right of anonymity to protect grantees being harassed and closed down.

The current Theory of Change, which has guided AmplifyChange since its commencement will continue into the new strategy period. A refreshed Theory of Change, that will take into account lessons and knowledge gained by AmplifyChange will be developed in the first 12 months of the Strategy 2020 – 2023 period; and will provide the basis for, and be developed alongside, the adapted indicators and benchmarks. These will be overseen and approved by the AmplifyChange Board of Directors, appointed by its Founding Members. A consultative Donor Forum will help ensure alignment with performance indicators and benchmarks with donor requirements.

Annex 4: AmplifyChange Ltd budget scenario

Notes:

1. The below budget reflects AmplifyChange Ltd: The Measured Growth Scenario (effectively representing Scenario 2 per the Strategic Plan - Continuation of Services and Measured Growth - but with an additional year of funding) represents £55m of funding over the period 2021 – 2023.
2. The Direct Grant figures below represent grant amounts committed in the budget periods. Actual reported expenditure will likely run past the periods.
3. Exchange rate £ to DKK = 1: 8

Measured Growth Scenario – Continuation of Services and Measured Growth, £55m for 2021 – 2023	Budget (mill)		Danish share
	£	DKK	DKK
Delivery stream 1 : Grants for Civil Society			
Output 1: Direct Grants			
Opportunity grants	3,710,000	29,680,000	
Strengthening grants	13,980,000	111,840,000	
Network grants	21,650,000	173,200,000	
Partnerships	8,815,000	70,520,000	
Sub-total Output 1: Direct Grants	48,155,000	385,240,000	
Output 2: Grant Management	2,360,000	18,880,000	
Output 3: Design of funding parameters	470,000	3,760,000	
Sub-total Delivery stream 1	50,985,000	407,880,000	214,000,000
Delivery stream 2 : Organisational Strengthening of Civil Society			
Output 1: Design and Implementation of Organisational Strengthening Plan	360,000	2,880,000	
Output 2: Organisational Strengthening Plan – Grantee Activities	60,000	480,000	
Sub-total Delivery stream 2	420,000	3,360,000	2,380,000
Delivery stream 3 : Knowledge for Advocacy			
Output 1: Design and Implementation of Knowledge for Advocacy Plan	200,000	1,600,000	
Output 2: Production of Digital Learning Products	360,000	2,880,000	
Output 3: Grantee Participation in SRHR Learning Events	80,000	640,000	
Sub-total Delivery stream 3	640,000	5,120,000	3,620,000
Delivery stream 4 : Governance, management, adm.			
Output 1: Governance	270,000	2,160,000	
Output 2: Fundraising	90,000	720,000	
Output 3: Organisational Administration	2,595,000	20,760,000	
Sub-total Delivery stream 4	2,955,000	23,640,000	15,000,000
Total Delivery streams 1 – 4	55,000,000	440,000,000	235,000,000
Other costs (reviews, TA, communication events, etc.)	0	0	5,000,000
Grand total	55,000,000	520,000,000	240,000,000

Annex 5: Preliminary Results Framework

This preliminary results framework builds on AmplifyChange documentation, including their draft Strategy 2020 – 2025. The preliminary results frame has been developed in consultation with AmplifyChange as an input to the Concept Note, which is planned to be presented to the Programme Committee on 3 September 2020. It will be refined, also in consultation with AmplifyChange, as part of the process of drafting the programme documentation to be presented to the Council for Development Policy on 29 October 2020 (tbc). The preliminary results framework builds on the Theory of Change and delivery streams in AmplifyChange Strategy 2020 – 2025. It is noted that AmplifyChange plan to conduct a mid-term review of the implementation of the Strategy and based on this will update its results frame and adjust delivery streams if needed.

Impact will be documented based on qualitative measures such as case-studies, featuring social norm transformation and change (e.g. telling a story of positive change such as a father sending his teenage daughter to school, or not getting her married early, because of a contribution from a grantee project). This is something very important for human rights and social justice advocates to illustrate their work fully.

Preliminary Results Framework: AmplifyChange 2020 - 2023

Thematic Programme		Strengthening Southern civil society movements for Sexual and Reproductive Health and Rights	
Thematic Programme Objective		Stronger and more inclusive civil society movements able to bring about better laws, policies, social norms and behaviour change, information and services for sexual and reproductive health and rights.	
Impact Indicator		Number of supportive SRHR policies and laws that grantees have contributed to, across countries and regions where grantees work	
Baseline	Year	2020	AmplifyChange grantees have contributed to 34 improved SRHR policies and laws across 24 countries + SADC (Nov 2019)
Target	Year	2023	To be confirmed
Delivery Stream 1:		Grants for civil society	
Outcome		AmplifyChange grants contribute to building stronger and more inclusive SRHR movements	
Outcome indicator		# of countries where AmplifyChange grants have formed coalitions to strengthen SRHR movements	
Baseline	Year		31 countries (tbc)
Target	Year		Tbc
Output		Establish refreshed grant parameters for AmplifyChange grants, taking into account eligibility criteria, lesson learning and grantee requirements especially around Covid-19 mitigation	
Output indicator		Refreshed grant parameters approved by the Board	
Baseline		June 2020	Indicative grant parameters included in the Strategy
Target		Nov 2020	Annual grant parameters approved by the Board
Target		Nov 2021	Grant parameters regularly reviewed and approved by the Board
Output		Grant management plan that details efficient processes for grant cycle management, performance metrics for publication, overall risk portfolio	

Output indicator		Grant management plan approved by the Board	
Baseline		June 2020	Grant management processes available across various documents
Target		Nov 2020	Grant management processes amalgamated and overall plan approved by the Board
Output		Country-specific mapping to identify geographies and themes for added value	
Output indicator		Definition of value-add in up to 10 countries, by SRHR theme, for AmplifyChange	
Baseline		2020	No baseline
Target		2021	SRHR and state of civil society situation available in main countries where AmplifyChange make grants
Delivery Stream 2:		Organisational strengthening of grantees	
Outcome		AmplifyChange grantees have demonstrated their improved capacity to successfully apply for, and manage, a higher level of grant as ‘graduators’	
Outcome indicator		Percentage of eligible portfolio within eligible rounds who have graduated to a higher grant level	
Baseline	Year	2020	20% of eligible portfolio has graduated to a higher level of grant
Target	Year	2023	25% of eligible portfolio has graduated to a higher level of grant
Output		Organisational strengthening plan that details overall approach, including a more enhanced approach for a selected proportion of grantees	
Output indicator		Organisational strengthening plan developed and approved by the Transitional Board	
Baseline	Year	2020	No organisational strengthening plan
Target	Year	2021	Organisational strengthening plan developed and approved by the Board
Output		Organisational strengthening indicators developed and integrated into grantee and AmplifyChange results framework	
Output indicator		Up to 5 specific organisational strengthening indicators developed and integrated into grantee results frameworks	
Baseline	Year	2020	Currently have a non-standardised indicator for grantees
Target	Year	2021	Develop and implement up to 5 standard appropriate 5 organisational strengthening indicators for all grantees
Delivery Stream 3:		Knowledge for advocacy	
Outcome		Enhanced profile and reputation of Southern-based civil society organisations through sharing their knowledge and expertise to influence the wider government or global SRHR, health and development community	
Outcome indicator		Funds raised by grantees from non-AmplifyChange sources OR: New SRHR evidence generated and/or current evidence synthesised and used for advocacy	
Baseline	Year	2020	TBD
Target	Year	2023	TBD
Output		Grassroots civil society voices shape evidence-base on SRHR in the South	
Output indicator		Viewer figures for AmplifyChange digital learning products	
Baseline	Year	2020	Annual use of AmplifyChange digital learning products
Target	Year	2021	Annual use of AmplifyChange digital learning products

Output		AmplifyChange grantees inform international policy conversations at major SRHR learning events including virtual sharing with adapted Covid-19 learning congregation opportunities	
Output indicator		Presentations/panel discussions at major international scientific and learning events by AmplifyChange grantees	
Baseline	Year	2020	Annual presentations – targets to be defined by the Board annually
Target	Year	2021	Annual presentations – targets to be defined by the Board annually
Delivery Stream 4: AmplifyChange as the preferred SRHR partner for CSOs and funders			
Outcome		A strong, independent organisation with secure, multiple funding sources providing continuity and predictable support to CSOs in the Global South	
Outcome indicator		Funds raised as per the AmplifyChange budget scenarios	
Baseline	Year	2020	TBD
Target	Year	2023	TBD
Output		Strengthen verification of and reporting on results	
Output indicator		A refreshed Theory of Change and Results Framework presented to the Board	
Baseline	Year	2020	Preliminary Theory of Change and Results Frame approved by the Board
Target	Year	2021	Board approves Theory of Change and Results Frame for 2021+
Target	Year	2022	Board approves refreshed Theory of Change and Results Frame for 2023+
Output		Structure for dialogue with grantees for enhanced capturing of lessons learned from the field established.	
Output indicator		Grantee Reference Group in place	
Baseline	Year	2020	No reference group or dialogue forum for grantees exists
Target	Year	2020	Terms of Reference for Grantee Reference Group developed and 1 meeting held
Target	Year	2021	2 meetings in Grantees Reference Group held in 2021
Target	Year	2022	2 meetings in Grantees Reference Group held in 2022
Output		Strengthening dialogue with funders	
Output indicator		Donor group for funder dialogue	
Baseline	Year	2020	Independent <u>Advisory</u> Board with donor representation
Target	Year	2020	Terms of Reference for Funders Dialogue Forum developed and approved by Funders
Target	Year	2021	3 quarterly and 1 annual meeting in Funders Dialogue Forum for 2021
Target	Year	2022	3 quarterly and 1 annual meeting in Funders Dialogue Forum for 2022

Annex 6: Risk Management Matrix

Contextual risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Interventions have unintended and/or negative impact on the SRHR agenda	Likely	Major	Close contact with grantees to adapt interventions and terminology to the local context.	Short-term risks are reduced substantially due to close dialogues with grantees on their approach to advocacy. General risk remains, but can be acted on timely due to AmplifyChange monitor closely high-risk countries.	AmplifyChange grantees work in a context of high controversy in most of the engagement countries and AmplifyChange is often ‘first mover’ in less stable countries. Because addressing sensitive SRHR issues to create change involves public debate and dialogues there is a risk that interventions have unintended and/or negative impact on the SRHR agenda.
Geo-political development causes crisis-focused funding priorities leaving AmplifyChange dependent on one or very few donors.	Likely	Major	Close monitoring of shifts in the political and health security landscape combined with a funding strategy aiming at sourcing funds from a variety of sources. ‘Public diplomacy’ advocacy with donors and stakeholders on the risk of losing hard-won gains if resources are diverted from SRHR.	Short-term risk can be reduced but general risk of reduced funding to SRHR remains.	There is a risk that the geo-political and security risks, including global health security, continues being crisis-focused (response and recovery) on COVID-19, causing other donors not to join the fund, leaving AmplifyChange dependent on one or very few donors highly dependent on the large Danish support. Hard-won gains and elimination of the impact of past investments will be lost if funding are diverted from the SRHR advocacy agenda.

Programmatic risk

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
AmplifyChange not able to reach and support civil society work all the way down to the community	Low	High	On-line guidance during application phase and use of simple but sufficient procedures for grant applications.	The residual risk is that the ‘usual suspects’ continue outperforming other applicants in the number and quality of applications. Announcing web-based calls	There is a risk that AmplifyChange is not able to reach and support civil society work all the way down to the community level but ends up supporting the ‘usual suspects’ as a result of smaller organisations’ limited awareness of the fund in combination with limited capacity of

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
level due to insufficient number of quality applications.				for proposals through relevant networks, international fora and media will significantly mitigate this.	the smaller organisations to write good applications may cause limited number of good proposals to fund.
Risk that resources will be spread too thinly due to a wide geographical and thematic focus.	Medium	Medium	AmplifyChange will use thematic and regional focused calls for proposals to ensure a balanced portfolio of projects and will have a significant focus on 'heart-to-fund' areas (geographical and/or subject).		Due to scarce resource for SRHR activities resulting in a very high level of demand from the grassroots level, a wide geographic and thematic focus, there is a risk that the resources will be spread too thinly to have an impact.
Risk that groups and individuals working on abortion rights or LGBTI rights in unfavourable policy contexts are arrested and/or seriously harassed.	Medium/High in some countries	Medium	AC has instituted mitigating measures which allows for the grantees maintaining anonymity on all public-facing platforms such as websites	There will always be this risk. Every AmplifyChange grantee signs a contract that includes safeguarding principles, and larger organisations have to have a Safeguarding Policy in place prior to contracting. AmplifyChange has also facilitated larger, more experienced grantees running webinars on physical security and digital security of the SRHR activist work that other grantees do.	The risk-areas change and moves geographical location often according to political agendas in countries. Many working on SRHR advocacy accepts risk-taking, especially those working on abortion issues and LGBTQ.

Institutional risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Loss of key personnel and/or excessive staff turn over	Low	Medium	Ensuring breadth and depth of SRHR and country knowledge across the	The risk of staff turn-over is a continuous risk for organisations, and will be managed through nurturing	The organisation is in a transition phase requiring both systems and staff transfer onto new platforms and contracts. While there are significant back-up and acceptance of the

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
			organisation is maintained combined with outsourcing of administrative and routine tasks.	staff competences. AmplifyChange is a well-known brand in its own right and attracts many social justice advocates at voluntary basis.	transformation to the formalised organisational set-up, there is a likelihood that staff may not wish to transfer onto new contracts.
AmplifyChange not able to utilise DKK 80 million effectively and efficiently on an annual basis.	Low	Medium	The annual disbursement from Denmark will be released in 2 tranches. In the case of funds build-up, the contribution may be withheld.	The residual risk is that inflow of funds from other donors are so significantly that Danish fund will not be used within the grant period. The likelihood of this is low. AmplifyChange has demonstrated capacity to adequate upscale funding rounds.	
Mismanagement of funds and/or increased level of cases caused by insufficient financial management capacity in AC and/or with grantees.	Medium to high	High	Management and external auditor continue close fiduciary oversight of the organisation. AmplifyChange continues having a strong ex-ante due diligence assessment of grantees, combined with capacity development activities, including financial management, to support the small/grassroots organisations.		Although AmplifyChange has never at the own organisational level experienced cases of mismanagement and fraud, there is a risk of mismanagement and/or cases of corruption due to organisations receiving grants have insufficient financial management capacity.

AmplifyChange – A fund to break the silence on SRHR

Draft: Updated 06/08-20 – not yet reviewed by AmplifyChange Board of Directors. (*yet to be discussed with and among funders for input and consensus*).

Draft TERMS OF REFERENCE: FUNDERS' Forum

The Funders' Forum exists for the purpose set out in these Terms of Reference. The Funders' Forum facilitates dialogue and exchange among Funding Partners and between the Funding Partners and AmplifyChange Board of Directors and Management. The Funders' Forum will also share information and knowledge on the SRHR sector, the political environment, and the priorities of the Funders. The aim is to build a shared understanding of the political environment and the priorities of the Funding Partners. The Funders' Forum serves as the dialogue group for the donors to AmplifyChange (government, philanthropic and/or private sector) for sharing of information on support, coordinating funding support to the extent feasible and in helping identify new funding opportunities. The Funders' Forum serves to advise the AmplifyChange Board of Directors and Management on funding intentions, opportunities and requirements, and views on performance, in order to ensure AmplifyChange is able to operate in a predictable and sustained way to the fullest extent possible.

The Funders' Forum is advisory to the Board of Directors and shall observe AmplifyChange Articles of Association. The Funders' Forum will discuss and recommend actions to the Board on:

- The strategic directions and positioning of AmplifyChange,
- Resource mobilisation for AmplifyChange,
- Review and discuss financial reports, the annual audited accounts, bi-annual progress reports, and reports from the Fiduciary Risk Sub-Committee,
- Review and discuss the annual work plans,
- Discuss and recommend on strategy documents and significant policies including benchmarks and priority themes,
- Discuss and recommend on terms of references for external reviews, including mid-term review of the strategy,
- Discuss and recommend actions on review and evaluation reports
- Advise and recommend on the terms of reference and recruitment process for the CEO

Members of the Funders' Forum will receive summaries of Board of Directors' meetings as well as all key documents of management and administration for activities of AmplifyChange.

The membership of the Funders' Forum shall include one seat for a representative of each Funding Partner. Funding Partners determine their own process for selecting a representative. Each representative holds the allocated seat until the Funding Partner designates a successor. If a Funding Partner fails to designate a representative, the seat shall remain vacant until a representative is designated. Funding Partners shall be entitled to designate alternate representatives. Alternate representatives shall have the same rights and responsibilities as representatives when acting in that capacity. Funding Partners shall be entitled to hold their allocated seats for the duration of their funding support, up to the Funders' Forum annual meeting for the calendar year that follows the end

of their support. New Funders to AmplifyChange are automatically members at the point of signing a funding agreement with AmplifyChange. Prospective funders can be allowed to participate in meetings as observers from the point of having issued a 'letter of intent to fund'.

Funding Partners shall, from among themselves, nominate a Chair. The Chair shall be appointed with two-thirds majority and shall serve for two years. The Chair shall preside at all meetings of the Funders' Forum and will be responsible for providing leadership to the Funders' Forum (e.g., convening meetings; developing agendas) with support from the executive office of AmplifyChange. In the event that a Funding Partner that holds the Chair of the Funders' Forum designates a successor, the new representative shall succeed his/her predecessor on the Administrative Board for the remaining term.

The Chair appointed by the Funders' Forum will participate in Board of Directors' meeting as an observer on invitation if issues calls for such. Likewise, the Chairperson of the Board of Directors (or an appointed representative) on invitation will participate in Funders' Forum meetings to facilitate information sharing and acts as liaison between Funders' Forum and Board of Directors. The AmplifyChange CEO and necessary staff participate in Funders' Forum Meetings on invitation

The working modality of the Funders' Forum is based on consensus; being a consultative body, the Funders' Forum is not expected to take decisions but to offer advice to the Board of Directors. The Funders' Forum will meet at least quarterly by video (with audio as a back-up). The schedule of meetings shall be determined a year in advance. The Annual Meeting will be conducted in person in conjunction with AmplifyChange Members Annual Member and Board Meeting (tbd: the second quarter of each year). The Funders' Forum will meet once a year with the Board of Directors in person. AmplifyChange executive office will act as Secretariat to the Funders' Forum. Meetings minutes shall be made available to the Board of Directors.

Annex 8: Positive changes in policies, laws and budget allocations

The list of positive changes in policies, laws and budget allocations is drawn from AmplifyChange Annual Report 2019. It is the first ‘impact piece’ AmplifyChange has presented. AmplifyChange has indicated it will be followed by similar thematic impact analysis on outcomes (ref. AmplifyChange 2019 Annual Report).

Country	Grantee	Policy/law/budget change (date)
Botswana	Positive Vibes Trust with downstream partner LEGABIBO	Same sex criminalisation laws overturned: High Court ruled that 164 of Botswana's Penal Code was unconstitutional (2019)
Burkina Faso	Association Songui Manégré/ Aide au Développement Endogène (ONG ASMADE)	Burkina Faso committed to providing free family planning services (including contraception and medical exams) (2019)
The Democratic Republic of the Congo (DRC)	Association pour le Bien Etre Familiale - Naissances Desirables (ABEF-ND), Si Jeunesse Savait	The Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, also known as the Maputo Protocol, was published in the National Gazette in March 2018, meaning that the document has been officially enshrined in law. Most notably, this meant that access to abortion in DRC expanded, as Article 14 of the Protocol expanded the conditions in which women should have the option to access a safe, legal abortion (2018)
Cote d'Ivoire	Médecins du Monde, Pathfinder	National Penal Code reform (to allow abortion in cases of rape) (2019)
Eswatini (former Swaziland)	Gender Links	Enactment of Sexual Offences and Domestic Violence Act (SODV) (2018)
India	Solidarity and Action Against HIV Infection in India	Formation of Transgender Welfare Board in the State of Gujarat (2019)
India	Humsafar Trust	Section 377 of Indian Penal code (criminalising same sex sexual relations) overturned by Supreme Court (2018)
India	Socio Legal Information Centre (SLIC), popularly known as Human Rights Law Network (HRLN)	The Supreme Court has directed all Indian states to stop targeted women sterilisation through unethical and unhygienic camps (2016)
India	Socio Legal Information Centre (SLIC), popularly known as Human Rights Law Network (HRLN)	(13) positive rulings from the Supreme Court and the High Court to provide safe abortion services to rape survivors and women carrying abnormal foetus (2016 - 2018)
Kenya	Let Good Be Told In Us (NYARWEK LGBTI Network)	Contributed to Kisumu County Sexual and Reproductive Health Strategy 2019-2024 (2019)
Kenya	Men Against Aids Youth Group	Protracted the Kisumu County Assembly bill which would have included de-registration of LGBT organisations (2018)
Kenya	Men Against Aids Youth Group	Development of Kisumu County Ministerial Taskforce strategy paper for LGBT healthcare (2018)
Kenya	Centre for the Study of Adolescence	SRHR and Life Skills issues are included in the Kenya National Guidelines for School Re-Entry in Early Learning and Basic Education (2019)

Country	Grantee	Policy/law/budget change (date)
Kenya	Centre for Reproductive Rights, FIDA	Litigated successfully to release the Ministry of Health's 2014 "Standards and Guidelines for Reducing Morbidity and Mortality from Unsafe Abortion in Kenya" (Standards and Guidelines) (2019)
Lesotho, Mauritius, South Africa, Tanzania, Zambia and Zimbabwe	Gender Links	VAT has been removed from sanitary pads (2018 - 2019)
Madagascar	SEED Madagascar	Provided technical assistance to Ministry of Education, and Sexuality Education was included in the Ministry of Education Curriculum for High Schools (2018)
Malawi	Centre for Human Rights Education Advice and Assistance	Parliament approved an increase to the Malawi Prison Service Health to cover menstrual health materials for female prisoners (2019)
Mauritius	Gender Links	Setting the legal age of marriage at 18 (2020)
Mozambique	AMMCJ-Associação Moçambicana das Mulheres de Carreira Jurídica (Mozambican Association of Women Lawyers)	Ministerial decree providing for the release of Standards and Guidelines for safe abortion provision under the updated and liberalised criminal code (2017)
Mozambique	Forum da Sociedade Civil para os Direitos da Criança (ROSC)	Law on Preventing and Combating Premature Unions (2019)
Nepal	Friends Affected & Infected Together in Hand	Inclusion of marginalised groups in the Safe Motherhood and Reproductive Health Rights Act, 2018 (2018)
Niger	Association Songui Manégré/ Aide au Développement Endogène (ONG ASMADE)	The municipalities of Damana, Tera and Sherkin-Hausa included in their budget a budget line for SRHR (2019)
Nigeria	Journalists Against AIDS (JAAIDS) Nigeria	Implementation of Special People's Law (2011) in Lagos state (2018)
Pakistan	Awaz Foundation Pakistan-Centre for Development Services	In the Senate of Pakistan, a resolution has been tabled on the empowerment of girls and the Child Marriage Restraint Act (2019)
Pakistan	Awaz Foundation Pakistan-Centre for Development Services	In Sindh, rules of business for the implementation of Child Marriage Restraint Act 2016 have been passed and district level implementation committees have been formed to monitor the implementation (2019)
Pakistan	Awaz Foundation Pakistan-Centre for Development Services	In Khyber Pukhtunkhwa Province, the transgender community is now included in the health benefit scheme (Insaf Sehat Card) in both public and private hospitals across the province (2019)
Rwanda	Health Development Initiative (HDI), Great Lakes Initiative for Human Rights and Development (GLIHD)	Grantees HDI and GLIHD worked together along with other partners to advocate for a reform of the Penal Code of Rwanda to broaden the conditions for when someone can access a legal abortion (achieved June 2018). The new Penal Code removed the requirement to gain a court order to access a legal abortion and removed the need for a second doctor's approval. The second piece of achievement was the issuing of Ministerial Order No.002/MoH/2019 of 8 April 2019, which allowed for the new Penal Code

Country	Grantee	Policy/law/budget change (date)
Southern African Development Community (SADC) Sierra Leone	Gender Links	reforms to be enacted, as it outlines the conditions to be satisfied for a medical doctor to be able to approve and provide abortion care (2018 - 2019) SADC SRHR strategy adopted by Ministries of Health (2018)
Sierra Leone	This grantee prefers to remain anonymous	13 districts have, for the first time, allocated specific budget lines for the distribution of RH commodities (2016)
Sierra Leone	Equality Now	ECOWAS Court of Justice overturned the Sierra Leone government ban on pregnant girls in schools (2019)
Somalia	NAGAAD Network	Development of Somaliland Sexual Offences Bill - which was given Presidential assent in August 2018 (2018)
Tanzania	This grantee prefers to remain anonymous	Bill has been endorsed by parliamentary committees and Minister of Constitution and Legal Affairs for advocating for amendment of Law of Marriage Act, 1971 (2018 - 2019)
Uganda	Spectrum Uganda Initiatives Inc	Inclusion of key population groups in the National HIV-AIDS Strategic Plan (2019)
Uganda	Akina Mama wa Afrika	The national GBV Policy was approved by the cabinet and launched by the President on 25 November 2016

Annex 9 – Communication Plan

The proposed communication plan below takes a two-pronged approach. Firstly, it focuses on the communication AmplifyChange can do to support grantees and to support the third delivery stream of ‘Knowledge for Advocacy’. And secondly, the communication plan describes the suggested approach for Danida.

On the first aspect, AmplifyChange has already produced communication about grantee results that is (a) used by other grantees to learn from each other, and (b) to support advocacy.

Examples of that are found on <https://amplifychangelearn.org/> in both English and French.

Other communication methods have been for AmplifyChange to form communities of practice through WhatsApp groups.

On the second aspect, AmplifyChange has already supported Danida in its wider communication of the importance of SRHR on several occasions. For example, HRH Princess Mary of Denmark spoke at both events in Women Deliver Copenhagen (2016 and 2019) to grantees and with grantees presenting their results. The then Minister for Development Cooperation Ulla Tørnæs visited grantees in South Africa (March 2018) for a similar purpose. All three events were covered in the Danish press. We would foresee a continuation of this type of collaboration moving forward, not least around key policy windows such as the activities around Beijing+25, Women Deliver Conference 2022 and Copenhagen2021.

What? (the message)	When? (the timing)	How? (the mechanism)	Audience(s)	Responsible
Supporting SRHR is essential in the times of Covid-19.	2020 until the pandemic and effects last	Policy briefs as well engaging ‘vox pops’	Policy makers	AmplifyChange
Support local, civil society organisations, to work with localized situations appropriate to their contexts	2020 onwards	Discussions, reporting of results	Potential funders	AmplifyChange
Advocacy produces results	2020 onwards	Case-studies # of policy changes # of coalitions	Funders	AmplifyChange
Access to SRHR services are essential and have life-changing potential for women and girls	Media campaign beginning in the fall/winter of 2020 and stretching over the cause of next three years	Case-studies with SRHR advocates, e.g. for CSE and access to modern contraception, exemplifying their work and results – and how to inspire others over time	General public in Denmark, particularly youth. Diverse media-outlets envisioned; radio podcasts, YouTube, roadshows, youth	Danish MFA and AmplifyChange

			panel discussions etc.	
Advocacy produces results, when advocates are granted access to policy spaces and decision-makers	Upcoming policy Windows include: Generation Equality Forum (Denmark in the co-lead of SRHR coalition) Women Deliver Conference 2022	Case studies Policy dialogues Panel discussions Side-events Grantee pitches Joint communication	Policy makers Donors/funders	Danish MFA and AmplifyChange
SRHR services essential for the fulfilment of LGBTI people's rights and well-being	Upcoming policy Windows include: Human Rights Segment of Copenhagen2021 (August 2021)	Case studies Advocates participating in HR segment. Joint communication with Danish Minister for Development Cooperation	World LGBTI community Policy makers	Danish MFA and AmplifyChange

Annex 10: Case Study examples

The below list of case study examples have been provided as part of the preparation of the project document for the next funding to AmplifyChange.

Selected AmplifyChange case study examples from Danish priority countries (30th August 2020)

Afghanistan

Medica Afghanistan

Strengthening grant: June 2016 – August 2017 – €71,430

Strengthening Renewal grant: May 2019 – April 2021 – €100,000

Medica Afghanistan is an Afghan women's organisation working to eliminate violence against women. They are implementing an AmplifyChange Strengthening grant for safe and sustainable advocacy for healthy marriages. As part of their project they are advocating for the implementation of the Registration of Marriage regulation and have run workshops with Mullah's (religious leaders) in communities across Kabul, Herat and Mazar-e Sharif to raise awareness of the importance of marriage registration.

As a result of their project, mullahs have started following the formal registration process and 60 % of trained religious leaders demonstrated improved knowledge of the negative implications of child marriage and showed reduced support for the practice. Activities under their renewal grant are currently delayed due to Covid-19 as they work out adaptations.

Burkina Faso

Association Songui Manégré/ Aide au Développement Endogène (ASMADE)

Network grant: January 2016 – May 2018 – €349,998

Network Renewal grant: June 2018 – August 2020 – €349,996

ASMADE focuses on providing organisational support, information, training and education in order to increase access to basic social services for disadvantaged populations. They use tools and strategies that emphasise participatory approaches and consider gender as a lever for development.

ASMADE is an AmplifyChange Network grantee and as a result of their ongoing advocacy work, in 2019 Burkina Faso committed to providing free family planning services (including contraception and medical exams).

ASMADE is also the lead organisation in a network of other CSOs. This coalition covering Niger, Benin and Burkina Faso which advocates for family planning access for young people in francophone, west Africa. In Niger, the network achieved success when the municipalities of Damana, Tera and Sherkin-Hausa included a budget line for SRHR in their budgets in 2019.

Kenya

UHAI

Strategic grant: October 2018 – September 2020 – €1,149,726

UHAI is an AmplifyChange Strategic grantee based in Kenya. UHAI is Africa's first indigenous activist fund supporting sexual and gender minorities and sex-worker human rights.

COVID-19 is disproportionately impacting the LGBTIQ and sex worker communities, increasing discrimination in access to health and other socio-economic rights.

Across East Africa, directives for self-isolation have limited access to medication and treatment including for HIV as well as further limited what little opportunity activists may have had to consistent income and self-sustainability. Governments are using state of emergency and public health provisions as mandates for arbitrary action particularly through law enforcement to arbitrarily arrest, raid offices, enact violent actions, and extort members of the community.

In the face of this increased discrimination, UHAI is supporting its partners to ensure the continuity of the LGBTIQ and sex worker movements so that they are safe, they thrive and survive these unprecedented times.

Men Against AIDS Youth Group (MAAYGO)

Opportunity grant: December 2015 – December 2016 - €10,000

Strengthening grant: July 2017 – January 2019 – €94,414

Strengthening Renewal grant: April 2019 – September 2020 – €100,000

MAAYGO is a small youth-led organisation working in Kisumu, Kenya. They successfully implemented an AmplifyChange Opportunity grant in 2016 to enable youth and young sex workers to access stigma-free integrated SRH and HIV services.

They applied and 'graduated' to a two-year Strengthening grant to achieve policy change. MAAYGO work in partnership with the Ministry of Health, local police units, CSOs and other human rights organisations to enforce system change and accountability. This grant has subsequently been renewed highlighting the impact of MAAYGO's work.

MAAYGO and its networks have contributed to a number of policy changes:

- the inclusion of transgender populations in the National AIDS/STI control programme as an addendum to the Kenya AIDS strategic framework 2019/2021
- the Kisumu county sexual & reproductive health strategy 2019-2024
- the development of the Kisumu County Ministerial Taskforce strategy paper for LGBT healthcare

Mali

Conseils et Appui pour l'Education a la Base (CAEB)

Strategic grant: November 2018 – December 2020 – €1,000,000

Strengthening grant: February 2020 – August 2021 – €94,998

CAEB was founded in 1994 with the aim of promoting participatory development of grassroots communities by strengthening their self-management capacities. They receive a Strategic grant for their work in improving civil society SRHR advocacy in francophone west Africa. Their network supports hundreds of civil society organisation and disability-led organisations in west Africa.

They advocate and help shape SRHR policy and strategy on AmplifyChange priority themes at regional and national levels. CAEB also facilitate organisational strengthening, engagement and networking of CSOs for better SRHR policy implementation, monitoring and impact evaluation in Guinea, Mali, Mozambique, Malawi, Niger and Zimbabwe.

Somalia

Galkayo Education Centre for Peace and Development

Strengthening grant: April 2016 – May 2017 – €99,048

Strengthening Renewal grant: February 2018 – January 2019 – €99,899

Galkayo Education Centre for Peace and Development was an AmplifyChange Strengthening grantee. They supported over 100 survivors of gender-based violence (GBV) to access healthcare and established a referral system to support survivors of GBV, including FGM/C to access medical and physiological services. In addition, they have been able to ensure that settlements with displaced populations have established GBV focal points through whom they share and receive information on rights violations and available services for community members.

South Africa

Gender Links

Network grant: September 2016 – September 2018 - €350,000

Strategic grant: August 2018 – January 2021 – €1,510,000

Network Renewal grant: October 2018 – October 2020 – €350,000

Formed in 2001, Gender Links is a Southern African NGO that promotes gender equality and justice across the fifteen countries of the Southern African Development Community (SADC) region.

They are an AmplifyChange Network grantee implementing a project to strengthen SRHR networks & campaigns in the SADC region. Their support to national groups has helped secure improvements in SRHR policies and laws in Eswatini, Lesotho, Mauritius and at the regional SADC level.

Gender Links independently applied and ‘graduated’ to a Strategic grant which funds their annual SADC Gender Protocol Barometer – Voice and Choice. The Barometer tracks progress towards attaining gender equality in SADC. It has succeeded in galvanising the 15 networks of the Southern African Gender Protocol Alliance and 100 Centres of Excellence on Gender in Local Government on key SRHR concerns. Partnerships between health NGOs and women's NGOs have been strengthened creating a strong #VoiceandChoice movement from local, to national, to regional and global level.

Tanzania

United for Youth Help

Opportunity grant: June 2019 – June 2020 – €39,210

AmplifyChange Opportunity grantee, United for Youth Help, is working to address the dual issues of sickle cell and poor menstrual health in Zanzibar where girls are particularly at risk of menstrual health infections due to stigma and a resulting lack of education around the topic.

United for Youth Help has trained 30 medical students in community- based disease prevention; conducted peer education and one-to-one counselling. As a result, 1,987 girls who have sickle cell disease have been equipped with the information and skills to ensure they have hygienic and infection-free menstrual cycles. Menstrual related infections have significantly reduced compared to before the project.

In addition, United for Youth Help has held advocacy meetings to ensure budget allocations in the health institutions so that girls with sickle cell disease will get help to reduce menstrual-related health complications.

Uganda

Center for Disability and Rehabilitation (CDR)

Opportunity grant: October 2016 – October 2017 – €10,000

Opportunity Renewal grant: January 2019 – January 2020 – €40,000

Strengthening grant: January 2019 – January 2020 - €43, 310

Center for Disability and Rehabilitation (CDR) is dedicated to advocating for people with special needs. CDR was set up in 2007 by parents of children with special needs to respond to the need for sustainable rehabilitation and active inclusion of young people with special needs in their communities. CDR empowers parents as self-advocates and communities to become change agents of their own social economic development.

With AmplifyChange support through an Opportunity grant, CDR has worked to combat the exclusion of girls with hearing challenges from sexual reproductive health programmes in Mukono District and scale up their access to sexual reproductive health services and rights. CDR also then ‘graduated’ to a larger grant to deepen access to sexual Reproductive Health Rights information and services among deaf girls in Luwero district.

Human Rights of Women and Girls with Disabilities (HURIWD)

Strengthening grant: June 2016 – June 2018 – €40,000

Strengthening Renewal grant: July 2018 – June 2020 – €100,000

HURIWD runs a successful project to protect and promote the sexual and reproductive health and rights of women and girls with different disabilities in Uganda. AmplifyChange supports their work to improve SRHR knowledge and skills of women and girls with disabilities; empower women and girls with disabilities to demand SRHR services and the creation of a conducive environment where sexual and reproductive health rights of women and girls with disabilities can be respected, protected and promoted. Their AmplifyChange project focuses on women and girls with albinism, a particularly underserved group in Uganda.

As a result of the quality of their work they have received renewal funding from AmplifyChange to continue their work with an additional focus on achieving positive change on SRHR for people living with disabilities at the legislative and budgetary levels.

India

The South India AIDS Action Programme

Strengthening grant: February 2019 – November 2020 – €99,489

The South India AIDS Action Programme works to improve access for female sex workers to comprehensive, non-discriminatory SRHR services. In light of Covid-19, they have adapted their activities and approaches and have been able to mobilise the District Aids control and protection units to home deliver antiretroviral treatment medication to sex workers who are HIV-positive. They have also provided refresher training to their community counsellors in telephone counselling to ensure that they can continue to support sex workers during lockdown.

Annex 11: List of Supplementary Material

#	Document / Material
1	Concept Note to Programme Committee for Support to AmplifyChange 2020-2022
2	Minutes from Programme Committee Meeting 3/9-20
3	AmplifyChange Strategy 2020 – 2025 (draft dated 050820)
4	AmplifyChange Policy Brief on Covid-19
5	Scooping Mission, DK, 2019
6	Review Aide Memoire, DK, 2019
7	Mid-Term Review, NL, 2018
8	AmplifyChange Certificate of Incorporation
9	AmplifyChange Articles of Association
10	AmplifyChange Members Bio
11	AmplifyChange Transitional Board of Directors Bio
12	AmplifyChange Annual Report 2019
13	AmplifyChange Annual Audit 2019
14	VK-Afsluttende rapport m/4 annexer (re:rådgiver til bestyrelsen)
15	AmplifyChange Mid-Term Review, 2016, NL
16	Review of Grant Management System, 2018, RFSU&SIDA
17	Improving Mechanisms to Support Civil Society Organisations Working in SRHR, Report, 2013

Annex 12: Process Action Plan: AmplifyChange: Disbursement of Commitment 2019 and New Commitment 2020-2023

Time line	Activity	Documentation	Responsible
Disbursement 2019-Commitment			
Week 32/August	Response from GJL management to AmplifyChange	Draft letter to Signe/GJL management	Birthe
July	Evt Dialog with AmplifyChange on further information if needed		Birthe
July/Week 33	Disbursement of first DKK 40 M		
Week 41 – October	1 st meeting in Donor coordination forum		
October 15	Receipt of progress report and financial statement for July – Sept 2020		
November	Internal MFA assessment of progress report and dialogue with AmplifyChange on progress report		
30 November	Disbursement of second DKK 40 M		
2021 - Week 3	2 nd meeting in Donor coordination forum		
New Grant			
Week 27/July	Registrering af dagsordenspunkt re ny 3-årig bevilling til AmplifyChange: https://umbrella/policies-and-procedures/pages/development-policy-&-tools.aspx	N/A	GJL – Lena Done
Week 27	Draft Terms of Reference for Appraisal sent to ELK		Birthe Done
Week 27	Identification of GJL internal programme committee - Heads-up		Birthe/Gertrud
July 2020	Preparation of Concept Note	Concept Note	GJL - done
7 August	GJL – internal PC	Draft Concept Note	done
12 August	Concept Note forwarded to ELK for public hearing and sharing with Programme Committee	Concept Note	done
14 August – 28 August	Public hearing	Concept Note	ELK
3 September	Programme Committee meeting	Minutes of meeting	GJL/ELK
August - September	Preparation of project document	Programme Document	GJL
XX September 2020	Draft Programme Document to ELK/appraisal team	Draft	GJL - Birthe
Weeks 38, 39, 40	Appraisal	ELK	
	Mission Preparation Note to GJL	ELK	

	Briefing and discussion of MPN	ELK/GJL	
17 September	Confirming of meeting date for UPR	N/A	GJL
	Debriefing from appraisal team	ELK/GJL	
	Draft Appraisal report to GJL for comments	ELK	
	Draft Programme Document to be updated	GJL	
13 October	Programme Document and Appropriation Cover forwarded to ELK for onwards sharing with UPR	Final Programme Document and Appropriation Cover	GJL
29 October	Council for Development Policy	Minutes of meeting	ELK
November	Presentation of project proposal to the Minister for Development Cooperation	Signature	GJL
Beginning of December 2020	Signing of agreement with AmplifyChange	Legally binding agreement	GJL & AmplifyChange
2021 – June	Inception review with focus on the transition process	Inception report	ELK/GJL
2023 – July/August	Mid-term review with focus on the Strategy and its execution	RAM	ELK/GJL

Annex 13: Focus areas for dialogue meetings

The appraisal of the proposal listed a number of recommendations for issues to keep in focus during the transition phase. These issues listed below will guide the Denmark's dialogue and monitoring of the transition phase.

Recommendation	Deadline	Responsible
R3: MannionDaniels and AC-NfP should develop (i) a combined Risk Assessment and Response Plan for the elements of the transition that involve both entities, and (ii) AC-NfP develops a Risk Assessment and Response Plan for the elements that relate to the establishment of AC-NfP as the continuing organisation and holder of AC activities. Both plans should duly consider all organisational, processual and financial risks.	31 st December 2020	MannionDaniels AC-NfP
R4: The AT recommends that the transitional arrangements/service level agreements between MannionDaniels and AC-NfP include an optional extension that will ensure continuation of the setup in cases where the replacing structures are not in place by the end of 2021. Alternatively, it could be a provision that allows them to run e.g. 18 months from the receipt of the first disbursement for recognition of the transition starting later than the initially foreseen start date of 1 July 2020.	Transition related	AC-NfP
R6: AC-NfP develops a condensed version of the Strategy, which more clearly presents what AC does, how it works, and the results arising from its activities, including how the future AC-NfP will add value to the work of grantees and possibly lifting the global profile of SRHR.	31 st December 2020	AC-NfP
R7: At the earliest time possible, AC-NfP should give further attention to the articulation of its fundraising strategy.	31 st December 2020	AC-NfP
R8: Further develop the Grantee Reference Group to give it more 'tooth' in the development of AC-NfP, grant types, services and calls for proposals.	31 st December 2020	AC-NfP
R9: AC-NfP should further explore its database and how the data may be used by engaging one or more database specialists on short-term contracts to inspire 'product development' and draw up suggestions and prospective proposals for possible future knowledge partners in the global South.	31 st December 2020	AC-NfP
R10: AC-NfP and Denmark to agree about the external audit requirements of future grants, in particular smaller Opportunity grants, before AC-NfP enters into a contractual agreement for the grants, which are currently in the pipeline awaiting due diligence and pre-contracting.	Before grants in the pipeline are disbursed	AC-NfP MFA
R11: The future AC-NfP grantee agreements should be revised to have a stronger focus on anti-corruption, safeguarding and the prevention of sexual abuse, exploitation and harassment (PSEAH).	Before grants in the pipeline are disbursed	AC-NfP
R12: AC-NfP should review and update its safeguarding policy to have a stronger focus on PSEAH.	31 st December 2020	AC-NfP

Annex 14: Summary of recommendations of the appraisal

Title of Project	Support to AmplifyChange Programme 2021-2023
File number/F2 reference	F2 2020-27935
Appraisal report date	07. October 2020
Council for Development Policy meeting date	29.Oktober 2020
Summary of possible recommendations not followed None	

Overall conclusion of the appraisal: The proposal to support a new phase of the Danish support to Strengthening Civil Society for Sexual and Reproductive Health and Rights based in developing countries with a 3-year commitment of DKK 240 million (2021-23) through AmplifyChange Not-for-Profit (AC-NfP) is fully justified.

The proposed program is in line with the goals set out in The World 2030 on gender equality and in the Strategic Framework for Gender Equality Rights and Diversity. Furthermore, it is well aligned with Denmark's commitment to promote and strengthen support for women and girls' rights in particular their right to their own body, and it will contribute to Denmark's commitment to strengthen civil society in developing countries. Finally, the support is in line with the ambitions of the Minister for Development Cooperation to strengthen Danish support for women and girls' rights, particularly their sexual and reproductive health and rights, as set out in his four-year plan.

AmplifyChange (AC) is a well-known 'brand' that advocates for improved policy and action on the most neglected SRHR-issues. AC has, from a non-existence in 2014, over 5-6 years built its brand and developed an innovative virtual platform for knowledge sharing and tools for its grantees. AC has funded around 750 organizations encompassing a varied range of groups, including small grassroots NGOs in the global South, each working on various aspects of Sexual and Reproductive Health and Rights (SRHR).

AC has since its beginning (2014) been a virtual funding platform/mechanism hosted and operated by the UK based consultancy company MannionDaniels Ltd. with the African Women's Development Fund and the Global Fund for Women as sub-contractors. Already from its beginning, it was envisaged that AC should evolve into a more formalized organization to ensure longer term continuation and predictability in funding of civil society organizations in the global South working within SRHR areas.

The funding mechanism is currently in a transitional phase moving towards becoming imbedded in a not-for-profit organization. The transition process was accentuated by, among others, MFA and other bilateral donors not being able to continue supporting AC in its current legal set-up. Therefore, on 25 February 2020, Amplify Change Limited was registered and incorporated as a "not-for-profit and non-charitable company limited by guarantee" with the Registrar of Companies for England and Wales.

While the AT finds the support to AmplifyChange Not-for-Profit (AC-NfP) very well justified, there are some risks, which need to be highlighted and considered more carefully. These include the risk related to Denmark being the main bilateral donor to AC-NfP, contributing with 53% of the organizations total budget for 2021-2023. Bilateral donors, who previously supported AC have not yet committed funding to AC-NfP, and it is not possible at this point in time to conclude whether other bilateral donors are ready to commit funding for AC-NfP.

The AT recommends that Denmark continue to provide financial support to AC-NfP for the next three years, to maintain the investments that Denmark has already made since 2014, and to continue to contributing to the positive results achieved in promoting SRHR. However, to

<p>ensure that Denmark maintains its goal of providing less than 50% of AC's total budget within the next few years, the AT recommends that risks and appropriate mitigating measures need to be further considered and incorporated in the Programme Document prior to the approval of the programme.</p>	
<p>Recommendations by the appraisal team</p>	<p>Follow up by the responsible unit</p>
<p><i>Risks and exit strategy</i></p>	
<p>Recommendation No. 1. The Programme Document should clearly identify the risks related to the fluid donor environment in relation to e.g. localization and the broader gender equality agenda.</p>	<p>PD has been updated.</p>
<p>Recommendation No. 2. The Programme Document should elaborate on possible exit strategies and timing, should it not be possible for AC-NfP to secure substantial funding beyond Denmark's contribution.</p>	<p>Agree – a section is included in the PD.</p>
<p>Recommendation No. 3. MannionDaniels and AC-NfP should develop (i) a combined Risk Assessment and Response Plan for the elements of the transition that involve both entities, and (ii) AC-NfP develops a Risk Assessment and Response Plan for the elements that relate to the establishment of AC-NfP as the continuing organisation and holder of AC activities. Both plans should duly consider all organisational, processual and financial risks.</p>	<p>MFA will monitor the implementation of this recommendation.</p>
<p>Recommendation No. 4 The transitional arrangements/service level agreements between MannionDaniels and AC-NfP should include an optional extension that will ensure continuation of the setup in cases where the replacing structures are not in place by the end of 2021. Alternatively, it could be a provision that allows them to run e.g. 18 months from the receipt of the first disbursement for recognition of the transition starting later than the initially foreseen start date of 1 July 2020.</p>	<p>Agree. MFA is in dialogue with MD and AC-NfP on the closeout plan for MD.</p>

<p>Recommendation No.5. The Programme Document updated to better reflect the operational risks in the transition to AC-NfP, including how these are risk are mitigated.</p>	<p>PD has been updated. The closeout plan from MD will be important input and reference document for MFA’s monitoring of the transition phase.</p>
<p>Recommendation No. 6 Specify the focus areas for the Inception Review. It may include, among others, a focus on the status and length of the transition period, sustainability and the future budget.</p>	<p>Done.</p>
<p><i>Technical Assistance</i></p>	
<p>Recommendation No. 7 Introduce short term TA specifically to support management/Board of AC-NfP in managing (e.g. strategic role and operational roles of the Board) and navigating the period towards 2021 while at the same time working toward managing the reputational risks for Denmark being the first and biggest funder.</p>	<p>Done.</p>
<p><i>Strategy</i></p>	
<p>Recommendation No. 8 AC-NfP develops a condensed version of the Strategy, which more clearly presents what AC does, how it works, and the results arising from its activities, including how the future AC-NfP will add value to the work of grantees and possible lifting the global profile of SRHR.</p>	<p>For AC-NfP to implement – MFA will monitor the implementation.</p>
<p><i>Communication and product development</i></p>	
<p>Recommendation No. 9. AC-NfP should further explore its database and how the data may be used by engaging one or more database specialists on short-term contracts to inspire ‘product development’ and draw up suggestions and prospective proposals for possible future knowledge partners in the global South.</p>	<p>MFA will encourage AC-NfP to push forward on this for enhanced documentation of results and impact and for augmenting AC’s learnings.</p>
<p><i>Audit</i></p>	

<p>Recommendation No. 10. AC-NfP and Denmark to agree about the external audit requirements of future grants, in particular small Opportunity grants, before AC-NfP enters into a contractual agreement for the grants, which are currently in the pipeline awaiting due diligence.</p>	<p>The AMG – financial management guidelines apply to the grant to AC-NfP; this will be stipulated in the grant agreement. MFA will clarify eventual uncertainties with AC-NfP.</p>
<p><i>Cross-cutting issues</i></p>	
<p>Recommendation No. 11 The Future AC-NfP grantee agreements should be revised to have a stronger focus on anti-corruption, safeguarding and the prevention of sexual abuse, exploitation and harassment (PSEAH).</p>	<p>AC-NfP has informed MFA about its agreement. MFA will monitor implementation.</p>
<p>Recommendation No. 12: AC-NfP should review and update its safeguarding policy to have a stronger focus on PSEAH.</p>	<p>AC-NfP has informed MFA about its agreement. MFA will monitor implementation.</p>

I hereby confirm that the above-mentioned issues have been addressed properly as part of the appraisal and that the appraisal team has provided the recommendations stated above.

Signed in...Copenhagen..... on the 12.October 2020

Susanne Wendt
Appraisal Team leader/ELK representative

I hereby confirm that the responsible unit has undertaken the follow-up activities stated above. In cases where recommendations have not been accepted, reasons for this are given either in the table or in the notes enclosed.

Signed in Copenhagen, on the 13th October 2020
Adam Sparre Spliid, Ag. Head of GJL

